

by CLEMENT CRISP

by MICHAEL COVENEY

Musica Reservata

But Musica Reservata was able to capture more than the neat imitation and sometimes rustic humour of after-dinner music of the early Renaissance, for Monday's programme was pleasantly designed to contrast not only Josquin with his obviously lesser contemporaries (Brunel, de la Rue, Anon and company) but to filtered through. The only sacred piece, Josquin's "In te, Domine, speravi" was certainly the finest piece of the evening; but de la Rue's four part chanson "Pourceuse meuls de morir" was interesting, with several lines and intervals too strange or daring to seem true.

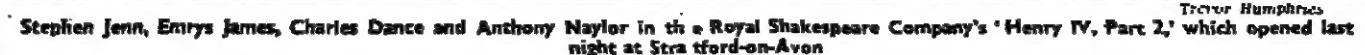
GILLIAN WIDDICOMBE

urber
L COVENEY

The programme includes several Fables For Our Time (including the one about the moth who lives long and happily by scorning the house lamps for an unattainable star each night—"Moral: Who flies afar from the sphere of our sorrow is here to-day and here to-morrow") and several delightful examples of Thurber's glosses on the expressions of voracious animals. The Windows remain a figure of unhurried insouciance to the last and he ends splendidly with *The Secret Life of Walter Mitty*.

balance instrumental setting with
chanson. Moreover, the popu-
lar style encouraged one to
notice the cross-over from
instrumental composition to
vocal writing (or more likely, the
other way round) since this
group still sings with that nasal,
vibrato-less "timbre" first
developed by their mezzo soprano,
Jeanette Norman, and now copied
in less shrouded version by the
contralto Margaret Philpot.
On Monday Miss Norman was
in less than good form, and
several chansons were rendered
intelligible only to Siamese kit-
tens. But with suave vocal tone,
and notably good sackbut accom-
paniment, she made the elo-
quence of the sombre chansons
filtered through. The only
sacred piece, Josquin's "In te
Domine, speravi" was certainly
the finest piece of the evening;
but de la Rue's four part
chanson "Ouspense" was sul-
try and interesting. There were
several lures and intervals too
strange or daring to seem true.

GILLIAN WIDDICOMBE



Reflections

by CHRIS DUNKLEY

Strangers

Predictably, *Strangers* purports to offer a commentary upon the disfigure of a married couple to communicate—"this being the currently modish" view behind the "new" and "old" fashions of the gay lurk. The key incidents upon which a variety of tiresome fantasies depend are the couple's missing, abductions, the preparation and eating of their breakfast, the man's self-design as a "homosexual" in it all, and his return to the arms of his home,

performers. I found the work nasty, brutish and long. The design is by William Katz, the accompaniment a deafening and remorseless torrent of banalities for a "rock" orchestra. The Aleantora whose mutilation had me sitting with fingers stuffed in my ears in an attempt to protect my tympanum, *Strangers* lasts one and three-quarter hours. There is no interval. Enough said.

CLEMENT CRISP

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performers, I found the work nasty, brutish and long. The design is by William Katz, the accompaniment a deafening and remorseless torrent of banalities for a rock-group by Burt Alcantara whose culmination had me sitting with fingers stuffed in my ears in an attempt to protect my tympanum. *Strangers* lasts one and three-quarter hours, and there is no interval. Enough said.

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It was a pleasant programme because these sounded like ordinary people who found much about life to enjoy, and who had no desire to enlist my sympathy.

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Tartuffe

by B. A. YOUNG

Leslie Howard

by DOMINIC GILL


During the course of a long and interesting programme, Howard seemed more anxious to prove that he could conquer his instrument than coax it, make it sing; more concerned to show off an effective repertoire of set-pieces than to linger lovingly over any one of them, and to cover its special beauty. The playing was of tough but generally coarse weave—set out in good clear primary colours, but capable of no very subtle inflection of pattern or texture. The music was, therefore, ungrained effects were often imprecisely conceived, blurred by careless attention to balance or dynamic, and by careless pedalling. The range of expression was not wide, and rarely revealed any of the subtleties of Lisztian grandeur, plety and pathos—or any great power of fascinating rarities on the way. I liked his spirited playing of the "Weinen, Klagen Variations on Bach's cantata theme, and his near-rash reading of the last movement of the piano sonata by Tomáš Štěpán, *Frage und Antwort*; and I also found a sympathy—even if ideally I would prefer an interpretation far more steel-fingered, mad, wild-eyed—with his lively account of the melancholy, spiteful second Mephisto Waltz of 1881. But the first, perhaps, the final climax of the second St. Francis *Légende* and of the recital—in which the playing, and even the piano sonority itself, suddenly came to a halt, and was replaced by that go-on, on burning, his Beethoven recital on June 29 should catch slight very well.

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WORLD TRADE NEWS

Yugoslavia imposes import restrictions

By Aleksandar Lebi

BELGRADE, June 24. SEVERE IMPORT restrictions have been introduced in Yugoslavia as from last Saturday, embracing a wide range of consumer goods, production materials and even some raw materials. Imports under long-term co-operation contracts are excluded.

Imports until December 31 of goods on lists published by the Yugoslav Official Gazette will be possible only on the basis of special import licences issued by the Federal Secretariat for Foreign Trade.

The restrictions should help to reduce the trade deficit which in the first five months of this year reached \$1,590m, of which \$1,390m was with Western countries.

A bill introducing a 50 per cent. deposit for all non-productive investments is being discussed in the Federal parliament. Its purpose is to curb excessive investments, which have been burdening the Yugoslav economy for some time.

The two moves, together with some earlier ones, are only the beginning of a sweeping "house cleaning" which should bring more order and discipline into Yugoslav economy and help fight inflation and check the balance of payments deficit.

Other moves will follow soon, and could include wage and price freezes, although that would be contrary to Yugoslav economic philosophy.

The measures become necessary because of the earlier measures in the current economic policy have failed to stabilise the economy. It has been felt increasingly that only more drastic measures could do the job.

It seems that for the time being foreign exchange rate adjustments are ruled out, although later on they may become necessary as well.

It is understood that a high level working group is preparing a five year anti-inflationary programme, which would be ready by July 15, and would contain recommendations for "qualitative" changes in the Yugoslav economic policies.

Export Contracts

WEST'S PYRO (WCI Group) will undertake for £200,000 work on rebuilding vertical retorts for carbonising coal to produce town gas at Johannesburg and Cape Town. West's supplied the plants in the 1920s.

HILL ENGINEERING, of Sheffield, will design and supervise improvements to a billet and rod mill at Leco, Italy, costing £1.5m. Baring Bros. has arranged a financial agreement with ECGD support.

GEC TELECOMMUNICATIONS will install private telephone exchanges worth £500,000 for the Dubai State Telephone Company.

TILCON GREGORY is selling 1,500 tonnes of sand each year to Iran for production of sanitary ceramics.

Canada seeks joint ventures with Japan

BY CHARLES SMITH, FAR EAST EDITOR TOKYO, June 24.

CANADA IS anxious to encourage Japanese investment in joint ventures for the exploitation of raw materials such as tar sands and ways of reconciling "apparent conflicts" between the two countries' investment policies, so as to make such ventures possible.

This was stated to-day by Mr. Allan MacEachen, the Canadian Foreign Minister, at the start of a three-day round of ministerial discussions here.

Mr. MacEachen admitted that Canadian investment policy, which requires that raw materials should be exploited for the benefit of the home market in the first instance, raised an obstacle for Japanese investment, particularly in the energy field.

Japanese policy calls for overseas oil ventures by Japanese companies to be specifically related to supplying the Japanese domestic market.

However, Mr. MacEachen termed the contradiction "apparent" rather than real, and stressed that the real problem facing both countries was to dispel the "psychological barrier" against investment joint ventures.

He sounded particularly interested in obtaining Japanese help on the development of "know-how" for tar sand exploitation. The Minister explained that Canada was pursuing a "diversification strategy" both in foreign and economic policy, and that closer links with Japan would harmonise with those objectives.

The other main point taken up at the ministerial talks was Canada's anxiety to sell more manufactured goods to Japan as a supplement to its existing overwhelming emphasis on primary products.

Mr. MacEachen denied that he was visiting Japan as a salesman, but the group of Canadian ministers seems to have made a very vigorous sales pitch for a group of high technology Canadian products, including STOL systems and Candu nuclear reactors.

Canadian exports to Japan last year included less than \$100m. worth of industrial equipment out of total sales of \$2,670m.

Mr. Kijich Miyazawa, the Japanese foreign minister, offered a somewhat reserved response to Mr. MacEachen's sales pitch, saying Japan could "appreciate" Canada's desire to change its trade pattern, and that Japan could buy Canadian goods if they suited the Japanese market and were competitive.

Mr. Miyazawa added that there might be a case for buying processed instead of unprocessed raw material from Japan, given the difficulty of finding sites in Japan for setting up processing facilities.

Singapore hotel extension

SINGAPORE, June 24.

Construction will start later this year, for completion within the next two years, judging from its announcement of a \$23.3m. (\$4.43m.) expansion project at its Shangri-La Hotel here. Many people consider it a very "soft" time for the Singapore hotel and tourist industries.

Mr. Lawrence B. Magpan, the general manager, said the plan would add a nine-storey, 170-room "garden wing" to the hotel's existing 530-room building, which stands on a five-hectare site.

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"There is also a real danger that some countries will attempt to curb imports and in this situation it appears unlikely that developing countries and territories will be able, in 1975, to continue to increase their exports of manufactures faster than the world average," the report stated.

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OVERSEAS NEWS

Rhodesian envoys in talks with President Kaunda

BY TONY HAWKINS

FOR THE FIRST time since Rhodesia declared UDI nearly ten years ago, a Rhodesian Cabinet Minister has paid an official visit to Zambia and held talks with President Kenneth Kaunda.

This was confirmed tonight by a Rhodesian Government spokesman who said that last Friday the Minister of Information, Immigration and Tourism, Mr. Wickes de Kock and four backbenchers from the ruling Rhodesian Front flew to Lusaka.

The five-man delegation met Dr. Kaunda, farmers, businessmen, senior government officials and some other Ministers before returning to Salisbury on Sunday evening.

The visit was made in the hope that it will assist in the search for a peaceful solution to the problems of a Rhodesian settlement, the official statement said. It gives no further details.

This is the first time that the Rhodesian Government has held such talks with Zambia—which has persistently refused to recognise the illegal regime—since 1965. From this viewpoint, it must be seen as an important development. It is likely also to harden suspicions in certain

quarters of the Zambian Government in what the nationalists here would regard as a "sell out" by Mr. Smith and with the ZAFU leader, Mr. Joshua Nkomo is President Kaunda's favourite for leadership of the Rhodesian nationalist movement and in the past few weeks tension between Mr. Nkomo and other leaders of the African National Council has been growing.

Meanwhile, President Dupont announced that the government is to introduce legislation next month indemnifying the security forces against civil and criminal actions arising from anti-terrorist operations. Announcing this in his speech from the throne at the official opening of the new Mozambique Government Parliament to-day, Mr. Dupont said it was wrong that "bona fide actions done in the national interest should lead to litigation against those alleged to be responsible."

The President said it was unfortunately inevitable that anti-terrorist activity by the security forces "sometimes causes injury and loss to civilians."

The move follows a number of actions brought by tribesmen

against members of the security forces in the wake of the publication of two "doctors" by the Roman Catholic Commission of Justice and Peace alleging brutality by the security forces in the course of anti-insurgency operations.

In his statement, Mr. Dupont said that the Rhodesian Government hoped to establish a "friendly contact" with the new Government in Mozambique which takes office to-morrow.

Mr. Dupont's hope for friendly links comes at a time when there is increased speculation in Salisbury that the new Mozambique Government will not after all announce that it is closing the border with Rhodesia. An announcement not to close the border at this stage would give a boost to flagging business morale.

Meanwhile, in a statement, Bishop Muzorewa, leader of the African National Council, has appealed to all Zimbabweans "to rejoice with the people of Mozambique in peace while going about their business in a normal way."

His appeal follows persistent rumours of industrial and other disturbances in Rhodesia to-morrow to coincide with Mozambique's independence.

General lays blame for new Luanda fighting

LISBON, June 24

SHOOTING AND mortar fire broke in Luanda, the capital of Angola, yesterday—the first flare-up of violence there since three rival liberation groups agreed last Saturday to end all hostilities.

In a statement released here to-day, the Portuguese High Commissioner in Angola, General Antonio Silva Cardoso, accused two of the movements of violating the week-end agreement by delaying the release of their prisoners and carrying out further illegal arrests.

The general said armed bands were roaming Luanda, some of them wearing uniforms of the liberation movements, "because of the fear this arouses in the population."

Soldiers belonging to the liberation movements had been involved in unspecified actions against civilians and rival troops, the general said, and he warned that a wave of terrorist actions might soon be launched in Angolan cities following the appearance of booby-trap bombs.

General Silva Cardoso said that, "in particular," the Marxist Popular Movement for the Liberation of Angola (MPLA) and the Zaire-based National Front for the Liberation of Angola (FNLA) had increased the population's feelings of insecurity by continuing illegal arrests.

He did not say who was involved in yesterday's fighting, which broke out in Luanda's black slums, but the only movement which escaped mention in to-day's statement was the National Union for the Total Independence of Angola (UNITA).

A meeting in Kenya between representatives of the rival movements last week—following several waves of fighting that left over 1,000 dead—produced the agreement to end all violence and a pledge to work together for unity.

Reuter

EGYPT

Economics of war and peace

BY MICHAEL TINGAY

THE ROLLER coaster of banking facilities but extending up to 18 months in some cases. Egyptian indebtedness is gaining momentum without any apparent benefit. Too large an amount of the borrowing was to pay for consumption. What makes matters worse is that the debt is not being repaid. The pillar credits is £35m. But he did admit that it was three months behind with supplier credits and one month with back-to-bank loans.

Managers of the Egyptian economy not only have to service the debt and finance consumption for 38m. people, but they also try to do so while about 25 per cent of GNP is channelled into military areas over which they have no control. Since 1967 the proportion of GNP spent on the armed forces has risen from 9 per cent to 25 per cent.

Egypt's total indebtedness to the West (including short-term borrowing) is estimated to be about \$3bn., while East bloc loans for civilian projects are known to have amounted to some \$900m. at the end of 1973. The Western debts were rescheduled by agreement after the October War of 1973. The Egyptians have been pressing the Soviet Union to declare a 10-year moratorium on all debts, something which Moscow has resolutely resisted. This debt is largely paid in exports of cotton, reducing the hard currency earning capacity of the country.

The payments deficit is not so important, claims the recently appointed Minister of Finance, Dr. Abu Ismail, who refuses to look on the gloomy side, alluding to massive financial support which is expected within six weeks. "If the picture were as bad as you say you would not find me as relaxed as I am," he said in a recent interview. Observers believe that Dr. Ismail's optimism stems from a commitment by Kuwait to provide £250m. on concessional terms to ease the balance of payments.

Short-term Egyptian debt owes more than £250m. (£250m. at the official rate of exchange, but £250m. at the more realistic five instalments before the end of July, according to well-informed sources in Cairo who say that more help is on the way from Arab States. This will

enable Egypt to pay overdue instalments and cover short-term debts, but it is clearly no more than another commitment which will itself have to be repaid. Beyond that there is talk, which may contain a large element of wishful thinking, that up to \$2bn. may be obtained. However, a figure of that order was being mentioned at the time of the Salzburg meeting between President Ford and President Sadat as the size of the "Marshall Plan" type aid package proposed by the U.S.

The new Cabinet is re-examining economic priorities which will place renewed emphasis on agriculture and less on reconstruction according to Dr. Ismail. The area given to wheat will rise 30 per cent this year and there will be more rice cultivation. It is learned here from reliable sources that the area under cotton will be reduced by 20 per cent and reflecting this change, Egypt signed two weeks ago a \$8m. deal with China to import short staple cotton and textiles.

Egypt is running two races, the race to pay for consumption and that of post war reconstruction which is linked to Egypt's open-door policy. The last Administration claimed to have obtained investment commitments of \$3.2bn. including \$836m. from Saudi Arabia, \$258m. from the United Arab Emirates, \$850m. from Iran and \$40m. from Qatar, as well as sources like the U.S. and Japan, for joint ventures in industry, banking, tourism, and to a very limited extent infrastructure. The reconstruction programme has already transformed the face of Suez and Ismailia and even of badly damaged Port Said which are suddenly coming back to life following the reopening of the Canal.

But the real reconstruction—of factories and industries for export and for import—substitution and infrastructure—is still delayed. Joint ventures await their feasibility studies and will not contribute much to economic activity and export earnings for some years. It is difficult to escape the impression that the big investors are delaying the last steps toward participation in the Egyptian economy until Egypt's debt position is clarified—and also, presumably, until the prospects for a lasting peace settlement are clearer.

But the arrival of huge sums of money lent on medium repayment terms does not obviate the basic problem. Money to settle short-term debts will only enable Egypt for a period to run in order to stand still. Worse, the danger is that with the government's immediate disbursement relieved, it will give way to pressures for increased consumption—which could be followed by further borrowing.

If Arab money flowing into Egypt is not husbanded with greater care than the A loans of the past 12 months, money expected from Kuwait and other Arab countries could become as unproductive as the monthly trips this year to the Gulf to keep the Western short-term creditors from the door. The fear is that Egypt could return after six months or a year to a state of affairs like that of to-day where the only obligation met punctiliously appears to be the \$16m. a month which pays for imports of Australian wheat. This vital commodity does not leave Melbourne until 35 per cent of the shipment cost is paid. Non-delivery in Egypt would in the words of one diplomat "bring rioters to the streets and threaten the regime."

Egypt is in the throes of a heated debate about how best to use available foreign exchange. The implications reach further than the ability to feed the Egyptian masses and reach the economic take-off point. Last year President Sadat admitted, after all, that the bankrupt state of the economy was one of the factors leading to the decision to go to war in 1973.

Mozambique independent to-day

BY JANE BERGEROL

LOURENÇO MARQUES, June 24

THE PORTUGUESE flag was due to be lowered here at midnight to-night and the new national flag of independent Mozambique hoisted in its place, as over 500 years of Portuguese rule ended and a new country with broad historic consequences for S. Mozambique and for the whole of southern Africa.

Mozambique's future president, Samora Machel, entered the capital city yesterday, where he was given a tumultuous welcome by blacks and whites, at the end of over three weeks of a royal progress through the country. Portugal's Prime Minister,

General Vasco Gonçalves, headed a Lisbon delegation arriving here this afternoon for the handover. Only a few Portuguese troops remain in the country, while many white Portuguese soldiers, who fled the country after last September's race riots and killings, have already begun to return with hopes of finding a role in the new socialist Mozambique that Frelimo intends to build.

Streets are decorated with the new Frelimo flag, an open book, a hammer and sickle, a hoe and a wheel and with portraits of Frelimo's leaders: Eduardo Mondlane, assassinated by a letter bomb in 1968, Machel him-

self, Marcelino dos Santos, to be appointed vice-president, and Josina Machel, the heroine of the Mozambique women's organisation.

To-night the city stadium will be the scene of independence celebrations and the ceremonial changing of the flags. Early to-morrow morning Samora Machel will be sworn in as the country's first President and head of the Frelimo party. He is expected to make an important speech reaffirming Frelimo's tough line against the Rhodesian white minority regime and reiterating Frelimo's clear condemnation of South Africa.

Hanoi renews military pressure

BY KEVIN BARRY, ASIA CORRESPONDENT

THE EARLY HONEYMOON between North Vietnam and its newly-Communist partners in this month between the Cambodians and Vietnamese Communists appears to be at an end, and Hanoi is resorting to tougher measures to retain its influence in Cambodia and Laos.

According to Western sources, there have been several serious clashes between North Vietnamese regular troops and Khmer

Rouge units inside Cambodia; and there were battles earlier in this month between the Cambodians and Vietnamese Communists for control of disputed islands in the Gulf of Thailand.

Diplomats in Bangkok, quoted by Reuters, reported yesterday that major North Vietnamese troop movements were going on inside Laos. Nine battalions of

North Vietnamese were moving from the north towards the key Sala Phou Khoun road junction 100 miles from Vientiane. In addition the diplomats claimed that two divisions of North Vietnamese had recently entered the country from the south.

Getting reliable information is difficult especially in Cambodia but in broadcasts this week Radio Phnom Penh reported: "We have decided absolutely to defend our country, the motherland, democracy, independence, neutrality and especially our land, our sea, our islands, our air space."

The Bangkok Post reported yesterday that fighting had broken out between the Khmer Rouge and 2,000 men supporting the Right-wing anti-Communist cause. But it is unlikely that such a group could bring down the new Government.

Hanoi has so far not been allowed to open an embassy in Phnom Penh, and the sympathies of the new leaders in Cambodia appear to be more with the Chinese than with the North Vietnamese, whom the Khmer Rouge are beginning to see as a threat to their independence.

The re-opening of old, nationalist squabbles over control of the Poulo Wai islands in the Gulf of Thailand, seen to have increased the old antipathies. The Vietnamese moved in and seized the islands, which are greatly valued because they command the offshore areas thought to be rich in oil.

Troop movements within Laos are also puzzling, unless part of a Moscow-Peking struggle within the Communist camp, or of a no-nonsense line from Hanoi. Only last week he Pathet Lao radio declared that the main struggle against the Vietnamese side had been won.

But in winning this struggle, pro-Peking members of the Pathet Lao appear to have come to the fore. The Bangkok diplomats say that the forces' movements by the North Vietnamese are part of an attempt by the pro-Moscow group in the Pathet Lao to regain the ascendancy.

Australian energy Bill ruled invalid

CANBERRA, June 24

THE HIGH COURT of Australia to-day ruled that legislation establishing the Government's controversial Petroleum and Minerals Authority was invalid. By a 4-2 majority the court held that the Bill had not met constitutional procedures for presentation to the Senate before it was passed by the first joint sitting of the two houses of the Australian Parliament last July.

The Minister for Minerals and Energy, Mr. Rex Connor, immediately announced that the Government would reintroduce the legislation as soon as possible after Parliament resumes on August 19 for the Budget session.

In the meantime, the authority's operations were being conducted on an almost business-as-usual basis through a company incorporated in Canberra four months ago, Petroleum and Minerals Company of Australia.

Sadat summons top aides

CAIRO, June 24

PRESIDENT Anwar Sadat called a meeting of his political and military aides to-day to consider the latest word from Washington and Jerusalem on future Middle East peace moves, diplomatic sources said.

Participating in the session in Alexandria, where Mr. Sadat is currently staying, were Vice-President Hosni Mubarak, Premier Mahmoud Salem, War Minister Gen. Mohamed Gammasy and Foreign Minister Ismail Fahmy.

The sources said the purpose was to formulate a position on Israeli ideas and American conclusions concerning progress toward peace conveyed to Mr. Sadat by U.S. Ambassador Hermann Eilts. Mr. Eilts met President Sadat for one hour yesterday, less than 24 hours after the ambassador had returned from Washington, where he was briefed on the outcome of Israeli Premier Rabin's talks

with President Ford and Secretary of State Kissinger earlier this month.

The sources said that Mr. Eilts passed on to Sadat Israeli ideas on further peace moves and, more specifically, a possible second-stage disengagement agreement with Egypt on the Sinai front.

Mr. Eilts also was believed to have given President Sadat American views emerging from the Middle East policy review undertaken following Mr. Kissinger's failure to mediate on Egyptian-Israeli interim agreement last March, the sources said.

UPI

New violence in Beirut

BY NISAN HIAZI

BEIRUT, June 24

FIRING broke out again to-day in two suburbs of the Lebanese capital after a full of two weeks. Sporadic shooting in the Chiyah and Ain Al Rummaneh suburbs was still continuing this afternoon while security forces and a joint patrol of Lebanese Army and Palestinian guerrillas, after personnel were trying to check the deterioration of the situation.

These two neighbourhoods were trouble spots during the clashes in April and last month between Palestinian Commandos and members of the Right-wing Phalangist Party. Palestinian sources said the commandos

were not involved in to-day's shooting, and that the shooting was between Phalangists and armed members of rival groups in the two districts.

The tension erupted last night over a personal dispute after two Iraqi nationals were beaten up and reportedly by Phalangists, after they tried to pick up a girl at the Ain Al Rummaneh. One of them was so badly hurt that he had to be taken to hospital, Press reports said.

The outbreak of firing over a personal incident indicates how combustible the situation here remains. This is blamed primarily on the continuation of the political crisis which has prevented the formation of a new Cabinet under Premier designate Rashid Karami. It is now four weeks since Mr. Karami was asked by President Suleiman Frangieh to put Government together. Demands and counter demands by Leftists and Phalangists are the cause of the delay.

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The efficiency of the electrical route

Electricity is energy in a highly refined form—ideal for many industrial purposes. But at first glance, after looking only at the conversion efficiency of electrical generation, it may appear to be in the best interests of fuel economy for industry to use fossil fuel rather than electricity, wherever possible.

But it is total efficiency from fuel source to final utilisation which must be compared. Electricity is highly efficient and controllable at the point of use and the total electrical route often uses less fuel than fuel-fired alternatives, making it ideal for many industrial processes.

the electrical alternative is clean, inexpensive to install, controllable, and maintains its original performance without deterioration.

A further example is the use of induction heating for surface hardening. This process can be so efficient that it uses no more electricity than the electrical auxiliaries of a fuel-fired furnace designed to do the same job. Electric induction heating is one of the most efficient industrial heating processes available because heat is generated within the metal and is only applied where it is needed.



Steam coils are still widely used for heating liquids. Yet the thermal efficiency of this system depends on the age and condition of fuel-fired boilers and pipes, and how quickly they can be brought to the correct temperature. When all losses are taken into account it is not uncommon for overall efficiencies to be below 20%, particularly for older plant. With electric immersion heaters the only losses occur during generation and distribution, and so overall efficiency is higher. There is certainly no reason for ruling out electricity on any supposed inefficiency basis. And

Even battery electric trucks use less energy than their fuel-fired equivalents. Typical overall efficiency for an electric truck is about 20%, whereas an alternative i.e. engine truck, used under practical start-stop conditions, has an efficiency of about 15%. So, on energy utilisation grounds alone, electric vehicles are more than competitive—and they have the extra benefits of clean, silent operation.

These examples serve to demonstrate the efficiency of the electrical route.

Electricity does the nation a power of good



The Electricity Council, England and Wales.

EUROPEAN NEWS

Carli quits as Italian Bank Governor

BY ANTHONY ROBINSON

SIG. GUIDO CARLI, Governor of the Bank of Italy, formally presented his resignation to Prime Minister Aldo Moro today, proposing as his successor the Bank's Director-General, 63-year-old Sig. Paolo Baffi.

Sig. Carli, who has been Governor for 15 years, was accompanied to the Cabinet Office by Treasury Minister Emilio Colombo. After the hour-long meeting the Prime Minister's Office issued a statement that said both the Prime Minister and Sig. Colombo had asked Sig. Carli to remain.

However, Bank of Italy sources said that Sig. Carli would stay only long enough for the formal nomination of his successor.

To-day's news was received calmly, both on the foreign exchange market and on the Bourse, where share prices steadied to-day after the heavy losses in the aftermath of the sweeping Left-wing gains in last week's regional elections.

The trade-weighted lira devaluation index actually improved marginally, to 20.83 from 20.35, without any help from the Central Bank, while the parallel, or "black market" rate, fell from 645 lire against the dollar from 666 yesterday.

Sig. Carli's resignation had been impending for some time. At the end of May he told the annual meeting of the Bank of Italy that he had first proposed his resignation back in 1970 and had repeated it on other occasions. Only the proximity of the regional elections had stopped Sig. Carli from insisting on his resignation after the Central Bank meeting.

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Law, order crisis looms for Turkey coalition

ANKARA, June 24.

FEARS THAT Prime Minister Süleyman Demirel's right-wing coalition government may not be able to maintain law and order in Turkey have been heightened by clashes between Social Democrats and right-wing religious and racist fanatics which left two people killed and over 200 people wounded or arrested.

A major clash, lasting well over 12 hours, occurred yesterday in Diyarbakir, the biggest city in eastern Turkey whose population is predominantly of Kurdish origin. It started when the so-called commandos of the National Action Party (NAP), neo-Fascists led by former Col. Alparslan Türkeş, hoisted their flag over the medieval Diyarbakir Castle.

Members of Bulent Ecevit's Social Democratic Republican People's Party (RPP) pulled the flag down and burnt it, replacing it with their own flag. Tanks and army units had to be called in to suppress the ensuing street fighting in which clubs, stones, pistols and explosives were used. Two people, including an army private, were killed, and over 100 people were wounded or arrested.

To-day, university students in Ankara shot and wounded six policemen, two of them gravely, when they took into custody several students distributing leaflets. Last week the commandos attacked and disrupted a rally led by Mr. Ecevit in a small Anatolian town.

Mr. Ecevit said that the Government must either replace its "No state, no religion" slogan with "No state, no religion, no chaos" or survive in the face of anarchy, aggression and brute force allowed by its own government. "No people with self-respect, however much patience it may have, can tolerate so much pressure and brute force."

David Buchanan adds: Britain should ban arms sales to Turkey immediately. Mr. George Mavros, leader of the Greek opposition and head of the Central Union New Forces group told the Royal Institute of International Affairs in London yesterday. "As a guarantor of the independence and sovereignty of Cyprus," Britain had even more of a duty to take such action than the United States, where the Congressional ban on arms sales to Turkey is still in force.

Cautious EEC reaction to Greek bid for membership

BY REGINALD DALE, COMMON MARKET CORRESPONDENT

LUXEMBOURG, June 24.

THE NINE EEC Foreign Ministers today reacted cautiously to Greece's request for full Common Market membership officially tabled in Brussels earlier this month. The Ministers decided simply to "take note" of the application from Athens, rather than give it an official welcome, and set a time limit for the advisory report that must now be drawn up by the Brussels Commission.

Informally, however, Dr. Garrett FitzGerald, Irish Foreign Minister and Council President, may take a slightly more forthright line when he visits Greece to-morrow for a meeting of the EEC-Greece Parliamentary Association. The EEC's "big four"—Germany, France, Britain and Italy—all wanted the Nine to give a more positive welcome to the Greek request to-day.

Ireland, however, is far from enthusiastic over the prospect of another country joining the queue for cash from Community funds, and the Benelux countries are also concerned that Greek membership might lead to a dilution of the present nine-nation Community. Dr. FitzGerald to-day pointed out that the then Six had not officially welcomed the original membership applications from

Britain, Ireland and Denmark. It is already clear that Greece faces a long haul before achieving full membership, which was originally not envisaged until the 1980s under the country's 1962 Association agreement with the Community. However, enthusiasm for the "big four" may want to appear outwardly, none of the Nine are likely to be in any real hurry to start new enlargement negotiations.

Following to-day's discussions, the Ministers are also to take steps to reassess Turkey, which has already expressed considerable concern at the prospect of Greek membership giving Athens the right of veto over any future Turkish entry bid. The Nine are to tell Ankara that the Greek move will not lead to any economic or political disadvantages for Turkey.

Meanwhile, Mr. John Christodoulidis, the Cypriot Foreign Minister, said that his Government would support both Greek and Turkish EEC membership if the two countries fulfilled the requirements for entry. He was proposing to the Brussels Commission here after a meeting of the EEC-Cyprus Association Council, which he strongly complained at continuing imports by some EEC countries of citrus fruits from

the Turkish-occupied part of the island. Mr. Christodoulidis said that most of the country's orchards, 80 per cent. of which are in the Turkish-controlled zone, had been taken over from their Greek Cypriot owners. Exports of the fruit by the Turkish authorities, some of which was shipped as being of Turkish origin, was "unfair" and against international law, he claimed.

He was hopeful, nevertheless, that the community would respond positively to the island's needs, "conscious of serious social, economic and political repercussions of the present state of affairs." Cyprus has for some time been seeking improved access for its agricultural exports and provisions for financial aid under its association agreement with the Community.

Meanwhile, Dr. FitzGerald told a Press conference that the Community should take early steps to grant economic aid to Portugal and should support the requirements for entry. He was proposing to the Brussels Commission here after a meeting of the EEC-Cyprus Association Council, which he strongly complained at continuing imports by some EEC countries of citrus fruits from

July security summit unlikely

BY OUR OWN CORRESPONDENT

GENEVA, June 24.

DELEGATES at the European Security Conference generally agreed to-day that a summit meeting in Helsinki at the end of July is now extremely unlikely. As one leading diplomat said: "We are moving more and more towards October."

It had been hoped that the EEC Foreign Ministers meeting in Luxembourg would be able to give the Community delegation in Geneva authority to set a summit signing date this Thursday. But this depended on completion of the section on human relations, and last-minute complications to-day made this impossible before Friday of next week.

Further, there is still no sign of agreement on prior notification of military manoeuvres which Western countries require before agreeing to a summit date. Finland requires four weeks to make the necessary security and logistical arrangements for the 35-nation summit. Thus, the July 22 proposal made by Soviet

leader Leonid Brezhnev to-day became impossible. The Finns themselves have suggested July 28, which would imply completion of all basic issues next Monday—again extremely unlikely according to many delegates.

The idea expressed last week by French President Valéry Giscard d'Estaing to hold the

summit in early September is also ruled out by the Finns, who will at that time be in the middle of an election campaign. Meanwhile, the Coordinating Committee, which is responsible for setting the summit date, will meet as scheduled on Thursday. But officials said a further meeting will probably now be held next week.

Strauss charms the CDU

BY JONATHAN CARR

MANNHEIM, June 24.

WITH AN ATTACK on the policies of the West German coalition and a pledge of support in a united attempt to overthrow Chancellor Helmut Schmidt, the ebullient Bavarian leader, Herr Franz-Josef Strauss, to-day won over an initially-cool congress of his political allies. Applause for Herr Strauss was lukewarm when he mounted the rostrum here to address dele-

gates to the Congress of the Christian Democratic Union (CDU)—the party with which his own Bavarian CSU is allied. But with a briskly-delivered speech on the Government's alleged failings, much irony and fury in about equal measure, and with some elaborate bouquets for the CDU leader, Dr. Helmut Kohl, Herr Strauss finally raised a warm response and even a few tears.

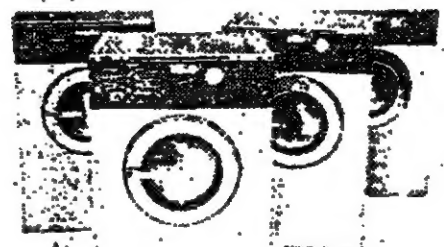
Electrolux 1974... and in the future

Group sales increased by 32.4% and amounted in 1974 to SKr 5,536 million. Operating result after depreciation increased by 41.3% to SKr 556.2 million. Profit per share was SKr 17.45 as against 14.05 for 1973. The number of operating companies within the Group in 42 countries, totalled 208 at the end of the year. The average number of employees in 1974 amounted to 63,531, of whom 23,048 were in Sweden. Corresponding figures for 1973 were

51,126 and 22,240 respectively. In July 1974, Electrolux acquired 92.1% of the shares in National Union Electric Corporation (NUE) — one of the leading vacuum cleaner manufacturers in the U.S.A. — for US \$52.9 million.

1973	
Facit	Sales SKr million
Office machines	588
Data products	146
Other products	160
	894
Commercial cleaning	238
Electrolux	
Cleaning & maintenance machines	1,005
Refrigerators, freezers, cookers, etc.	1,524
Catering, hospital and industrial equipment	201
Steel shelving & materials handling installations	100
Miscellaneous products	220
	3,050
TOTAL	4,182

1974	
National Union Electric Corporation (NUE)	Sales SKr million
Facit	619
Office machines	576
Data products	204
Other products	200
	980
Commercial cleaning	382
Electrolux	
Cleaning & maintenance machines	1,121
Refrigerators, freezers, cookers, etc.	1,703
Catering, hospital and industrial equipment	327
Steel shelving & materials handling installations	122
Miscellaneous products	282
	3,555
TOTAL	5,536



Electrolux Wascator commercial washing machine.

NUE opens up new markets

A new positive factor of importance to the Group is the subsidiary company National Union Electric Corporation (NUE), U.S.A., which was acquired in 1974. This company which chiefly markets locally produced domestic cleaners and air conditioners, and which is well established on the North-American market, has a nationwide sales organisation which is ideally suited for marketing other Electrolux products as well.



Facit 1840 — A compact electric typewriter.

Wider distribution of risks

The acquisition of NUE has extended the geographical coverage of the Electrolux Group. This, combined with a high degree of diversification of

the product programme, means that risks are more widely spread. It would be unlikely that several main product groups would be subject to stagnation or sustain a decline in sales at the same time on all markets of importance.



Electrolux vacuum cleaner Twin 504 Super.

Continuing investment in the oil-producing countries

Electrolux will pursue its investments in the oil-producing countries in which rapid economic expansion can be anticipated. At the same time, efforts will be made to further strengthen the market position of Electrolux in other countries where Electrolux is represented, including the Eastern European States.



Electrolux refrigerator Automatic 54.

Outlook for 1975

Present economic conditions throughout the world make it difficult to forecast growth in 1975 in absolute or relative terms, but a continued increase in Group Sales and profitability is expected.

As in previous years, expansion is expected to take place within the framework of the existing Group companies, through commitments to joint ventures or the floating of new subsidiary companies, and through the acquisition of outside companies or of interests in such companies.

Electrolux
Aktiebolaget Electrolux,
Stockholm, Sweden.

EUROPEAN NEWS

'No fundamental changes after Franco,' says Arias

MADRID, June 24.

THE SPANISH Premier, Señor Cortes (Parliament). "The régime has both the will and the capacity to remain... We proclaim our intention to maintain intact our heritage. We proclaim this not only for our selves, but before the whole country, before the new generations and before world opinion which seems to watch events in said in a speech before the Spain with an expectation which

Mitterrand tries to cool Republica row

BY ROBERT MAUTHNER

PARIS, June 24.

FRENCH Socialist leader François Mitterrand today tried to pour cold water on the French Left's latest row, which was sparked off by the publication in a French newspaper of a document, purportedly Soviet, that advised Western Communist parties on how to ferment subversion. Speaking at a luncheon of the Anglo-American Press Association, M. Mitterrand, without fully committing himself, strongly implied that the document was a fake, an opinion shared by the majority of French and foreign observers. The document was included in a special edition of the strife-torn Portuguese Socialist newspaper, República, which was published yesterday as an insert in the Left-wing Paris daily Le Quotidien de Paris.

Portugal's crisis of authority, Page 16

Meanwhile, the French Communist Party newspaper, L'Humanité, lambasted the Portuguese Socialist Party and particularly its leader, Senhor Mario Soares, for having used the República conflict to influence French political opinion and for mounting an anti-Communist operation. "This time they (the Portuguese Socialists) have gone too far. They have been caught red-handed circulating fake documents," the newspaper said. M. Mitterrand said today that he did not have proof one way or the other of the document's authenticity. But, while defending República's absolute right to be published both in Portugal and France, he said it was difficult to believe that such a confidential document from Moscow could circulate as freely as it had done. The French Socialist Party had had a copy for about a week.

THE SOVIET UNION AND THE THIRD WORLD

Little aid on tough terms

BY DAVID LASCELLES, EAST EUROPE CORRESPONDENT

WHEN THE Soviet Foreign Minister, Mr. Andrei Gromyko, suggested at the UN that rich countries should cut their defence budgets and spend the savings on aid, the West reacted somewhat coolly. Perhaps Moscow would care to set an example, officials said. Not only is it one of the biggest spenders on defence; it is also one of the poorest in the world. Given the importance of aid in foreign policy, especially in winning friends in the Third World, it may seem odd that the Russians are tight-fisted. But the facts seem to bear this out.

According to the figures published by Communist donors of their recipients, the Communist world including China has offered just under \$19bn in aid to the developing world in the last 20 years. This is slightly less than the amount offered by the western world in 1973-74 alone, military aid excluded. Besides, the West's terms were generally softer. In 1973, for instance, over four-fifths of western aid was concessional in one way or another against less than half that proportion in the case of Soviet aid. Interest rates were roughly the same in each case, varying between 2½ and 3 per cent, but Western repayment terms averaging 25 years were roughly three times longer than Communist terms. And while the West counted technical assistance as grant aid, the Russians charged for it. To some extent the figures are misleading because there are more, and richer, countries in the West than in the Communist bloc. Also, Communist currencies being non-convertible, credits have in most cases to be made in hard Western currencies of which the Communist bloc is notoriously short. But agriculture, where help is needed far more than by industry, in the West has been surprisingly tough, so much so that many Soviet goods at prices higher than they would pay elsewhere.

A new twist has been given by the Russians' devaluation of the rouble against the rouble by 27.8 per cent over the past couple of years. Because most Soviet credits are repaid in roubles through a special bilateral account, India could be faced with an automatic revolution of its debts by more than the equivalent of \$100m. on its

present debts of \$450m. India has often tried to wrest concessions from the Russians in the form of debt relief or credits on softer terms, but the last attempt, in September, was unsuccessful.

The advantage that India gains from this system is that the Russians receive millions of roubles with which they buy Indian goods. But the other Russian claim that business with the Soviet Union is more consistent than with the West has taken a knock with Moscow's unilateral devaluation of the rouble. Bangladesh is another disgruntled recipient. It got a \$12m. credit from the Russians last year carrying, according to local press reports, interest of 4 per cent and repayable in only two years beginning in 1978. Half the sum will be paid off in hard currency, and the rest in produce

gradually hardened them to the point where India now actually repays five times more each year than it receives. Most of the aid has taken the form of rouble credits to equip major industrial projects, like the Bokaro and Bhilai steel plants, or specific sectors like oil, petrochemicals, electronics, and shipping. Indians do not deny that this has helped, but they complain about the cost. As it happens, the credits contain concessions which extend effective repayment periods from 12 to 15 years at 2½ per cent interest. But these terms are still tough compared with British aid, which is ten times higher, mainly interest-free, and repayable over 25 years. Soviet credits also tend to be tied to specific projects, frequently ones which come lower

world between North and South. While this has come increasingly to colour Western thinking, the Russians insist that the world's problems are mainly, if not exclusively, East-West. That relieves them of any need to worry too much about the impoverishment of the South, though their East-West fixation has probably cut them off from the Third World and clouded their grasp of its problems. It is true that aspects of the Soviet aid effort are there for all to see; the Aswan and Euphrates dams, steel mills and factories all over the globe even Turkey, a Nato member, has received more than \$500m. worth of Soviet aid in the last 20 years. But leaving aside the fact that prestige projects attract the greatest publicity, that the Russians are best equipped to supply aid of this kind, and that being Socialists it would be strange if they aided the private sector, the West still believes that a lot of Soviet aid misses the mark, and that the money could be put to far better use.

It was typical that a recent Soviet Press article on Western aid should find fault in the fact that "little more than a quarter of the aid from the imperialist states is for industry." As the West sees it, it is precisely in non-industrial fields like agriculture, medicine, housing and natural resources that the great aid needs lie.

Perhaps Moscow's dilemma was best summed up by a Communist who told me recently: "We were best equipped to help the Third World in its liberation struggle. But it is you, the capitalists, who are best equipped to put it on its feet."

World were caused by the imperialists whose job it now is to put matters right. In other words, the Russians see no moral obligation to grant aid."

As for the economic arguments for aid, the Russians have been struck. But it is you, the capitalists, who are best equipped to put it on its feet."

As for the economic arguments for aid, the Russians have been struck. But it is you, the capitalists, who are best equipped to put it on its feet."

Swiss back 'snake'

BY JOHN WICKS

ZURICH, June 24.

SWITZERLAND is still interested in adherence to the European currency snake, National Bank president Dr. Fritz Leutwiler said today. Dr. Leutwiler said that he could not understand French reluctance to admit the Swiss franc to the snake system, as this would be in the interest of France in the long run and possibly even in the short run. Regarding French fears that the Swiss franc might pull the snake framework up too high, he said that Switzerland could not afford a more expensive currency. While saying that the present Swiss franc rate was too high for some exporters, Dr. Leutwiler

said that he thought realistic rates for any snake entry would be close to market levels. He criticised what he called wishful thinking on the part of Swiss exporters and said that the Swiss franc would not fall if Switzerland remained outside the snake system. The snake affiliation would further mean that the export industry could at least reckon with firm exchange rates within the 2½ per cent band. With regard to recent informal talks on a possible abolition of numbered accounts in Swiss banking, the National Bank president said that these had been in the nature of "thinking aloud." No proposals had been made by the National Bank

Comecon Ministers begin talks

BUDAPEST, June 24.

SOVIET BLOC Prime Ministers began talks today on economic co-ordination for the next five years, with problems of energy and raw materials high on the agenda. Heads of Government from the nine-nation Council of Mutual Economic Assistance (Comecon) are meeting for the first time since a 130 per cent rise in Soviet oil prices in January, which sharply worsened trading terms for the bloc's smaller members.

Hungarian Prime Minister György Lazar told the opening session of the three-day conference that faster progress was needed in implementing an economic integration programme launched in 1971. "The capitalist world is up against grave crises, with unemployment rising and exploitation intensifying," he told the delegates in Budapest's International Hotel.

Soviet Prime Minister Alexei Kosygin headed a strong delegation including several senior ministers. Poland, Czechoslovakia, East Germany, Bulgaria, Rumania and Mongolia also sent their Premiers, while Cuba was represented by a deputy Premier.

Last January's price review, which came 12 months ahead of schedule, brought increases that

were only partly offset by higher Soviet payments for East European industrial and agricultural products.

Rumania and Bulgaria are known to want higher agricultural prices, and Rumania presses regularly for action to allow Comecon's poorer members to catch up with the development levels of East Germany and Czechoslovakia. Final haggling over plan co-ordination for the 1976-80 period is the main task of the Budapest meeting, along with approval of specific integration projects, many of them expected to be in the energy and raw materials sector.

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Stately Home Suites from £45.00 a day and the Penthouse Suite at £120 a day.

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HOME NEWS

High-speed Hovercraft plans offered to BR

BY DAVID FISHLOCK, SCIENCE EDITOR

A FIRM proposal for developing an advanced Hovercraft to compete with France in high-speed cross-Channel traffic has been put to British Rail by the British Hovercraft Corporation, a subsidiary of Westland Aircraft.

The idea is to modify the existing two big SRN4 Hovercraft operated by Seaspeed, the BR subsidiary, at a cost of £5m. 6m., as an intermediate step in the development of an entirely new Hovercraft for the 1980s. BHC has put forward schedules it believes could give Seaspeed its first enlarged Hovercraft by the summer of 1977—when the new Sedam 500 craft, 50 per cent. funded by the French Government, is scheduled to enter cross-Channel service.

Air Marshall Sir Christopher Hartley, BHC's chairman, said yesterday that once the big French Hovercraft had made its debut, he expected the competition to be fierce, and that the opportunity to compete would "be with us for only a very short time."

The company was not seeking Government funds for development, but its sanction for a "straight commercial contract" with Seaspeed.

Mr. John Lefaux, managing director of Seaspeed, who originally suggested the idea of a stretched SRN4, said yesterday that he was confident that his company could work up a strong case from the BHC proposal.

He hoped to be ready to put it to the British Rail Board "by mid-summer," and to get a decision by the end of the summer.

The BHC proposal is that during the winter of 1976-77 the first of Seaspeed's SRN 4s should be lengthened by the insertion of a new 55 ft. section amidships, increasing its payload from typically, 30 to 55 cars and from 254 to over 400 passengers.

At the same time the craft would be fitted with a new skirt, six feet deeper, permitting it to cross faster in rough seas and to be operated in seas rougher than are permissible at present.

Other modifications to the propulsion system, including longer propellers, would permit the enlarged craft to operate at higher speeds but more quietly, while retaining the existing four Pegasus engines.

The second Seaspeed craft would be modified the following winter, effectively doubling the peak earning capacity of the company's operations at what BHC believe need be only a very modest increase in operating costs.

Meanwhile, the conversions would provide BHC with a valuable intermediate step in the development of a new generation of Hovercraft, called the BH 88, competitive in operating costs with cross-Channel ships.

If all the engineering developments envisaged at present—including a new engine such as the Rolls-Royce Tyne—were put together in a new Hovercraft, "we're talking about a 40 per cent. reduction in power and a 60 per cent. reduction in fuel," claimed Mr. Richard Stanton-Jones, BHC's managing director.

BSR goes back to 5-day week

BSR, the record changer manufacturer based at Cradley, West Midlands, is resuming five-day week working for about 5,500 workers at three Midlands factories from July 7.

Production is also being increased at East Kilbride, employing 1,500 already on full time. About 1,200 people at this factory were made redundant at the beginning of the year.

The move will end 26 weeks of short-time working after the dismissal of 3,000 of the 10,000 labour force in January.

The decision has been prompted by an improvement in American demand during the past two months, which in turn has resulted in lower stock levels.

This, allied to lower output during the holiday period and the approaching peak demand in the autumn, "makes it prudent to replenish inventories in anticipation of the normal seasonal trend."

The company hopes that a full working week will be maintained and that the future can be looked forward to with "some optimism."

THE WOOLWICH WEST BY-ELECTION

A desperate photo-finish

TO-MORROW'S by-election in Woolwich West seems to be heading for a razor-fine finish in which the result could hinge on the last carriage-load or two of homeward-bound commuters from the centre of London some seven or eight miles away.

Everything appears to cancel out in what will be the first by-election of the present Parliament. Labour's majority of 3,341 last October and the fact that Woolwich West boasts the largest Labour Party membership of any constituency in the country (4,000-plus) are balanced by the national background of depression and inflation, while the ebullience and aggression of the Conservative challenger, Mr. Peter Bottomley, are matched by the more down-to-earth approach of his Labour

opponent, Mr. Joe Stanier. The Tory heavyweights who have campaigned in Woolwich—Mrs. Margaret Thatcher did a walkabout on Saturday—have been countered by the likes of Labour's Mr. Peter Shore and Mr. Bob Mellish, while Mrs. Barbara Castle and Mr. Michael Foot will do their stint to-night.

And while Woolwich is being projected as a vital test of the Government's popularity—the settlement of the rail dispute has prevented a Tory whitewash—it is also regarded as an equally likely test of Mrs. Thatcher's plausibility. Additional relief will be lent to-morrow by the fact that victory for the Tories in the by-election caused by the death in March of Mr. William Hamling, who had held the seat since 1964, would reduce Labour's overall Commons majority to one: the absent Mr. John Stonehouse.

Apart from the presence of the 32, which bisects the constituency and ruffles many feelings, there seem to be no local issues in Woolwich, so that "prices" and "inflation" and "the unions" hold total sway.

Talking to one Tory voter in the slipstream of Mr. Bottomley's canvassing on Monday, I was told: "This Wilson doesn't know his elbow from his other end. The unions are running this country: Mr. Scanlon and this bod and that bod."

On the other hand Mr. Bottomley has steered clear of a nearby polytechnic. He left Mrs. Ruth Robinson, a demure young mother who is standing speech on Tory remedies, a

stance he is believed to have adopted at the request of Central Office. His election address (which contains quasi-presidential photographs of him with his family) states merely: "Our over-riding purpose must be to conquer inflation. There aren't any easy or simple answers. We can only beat inflation by using every effective and tolerable weapon at our disposal."

He does, however, make great play of unemployment levels in Woolwich (up 35 per cent. over the past year) inflation (a monthly season ticket to London now costs £9.10, compared with £7 last May) and what he regards as the country's recent and total rejection of left-wing extremism.

Thirty-years old and the elder son of the U.K. Ambassador to South Africa, Mr. Bottomley's canvassing of the constituency's rose-lined avenues is done at break-neck speed. He runs up one garden path, introduces himself, and then runs to the other side of the road to do the same. The loudspeaker in his orange campaign van alternates stirring military music with appeals to make it "third time lucky for Peter Bottomley"—he was defeated in Woolwich West by the popular Mr. Hamling in both general elections last year.

The insouciance of his campaign is matched only by the confidence at his electoral HQ where one helper informed me that I should buy shares straight away because "the Stock Market will start on Friday when Peter is elected."

Defender

By contrast, Mr. Stanier, Labour's defender, is far less extroverted. He canvasses quietly and slowly, talking to mini-skirted mothers in the playground at Henwick Road primary school, which serves the Kidbrooke Estate, about pensions and home helps and Europe.

He was taken to task, on Europe, though. One mother told him we had no business in the EEC. "We shouldn't be there. We don't stand a chance with all those other countries. The Germans will have the main say—look at them, they get up at five o'clock in the morning to go to work."

Mr. Stanier, unruffled, told her: "We're in now, in for our common good. We've got to make it work to our advantage."

He describes himself as a moderate Socialist, "although I hate the word 'moderate'." I wouldn't join the Tribune group but I believe, for example, that we shouldn't trim the Industry Bill one bit."

He is 36, and a senior lecturer in materials science at more or less fringe contestants: a BA and PhD. He has been a



Top, the Conservative candidate Mr. Peter Bottomley, with Mrs. Thatcher. Below, Labour candidate Mr. Joe Stanier, with Labourers.



Greenwich Borough Councillor Reginald Simmerson, who is since 1971 and was chairman of the council's planning and development committee for three years—a fact which does little to impress Mr. Bottomley who has been touring Woolwich in a Beebeater outfit (his wife accompanies him as a lady Beebeater) and who represents the English National Party ("Magna Carta, not Marx"), and Mr. Peter Bishop, whose formula for solving the country's ills has been described by one correspondent as "economic structures," consisting of ice and wood pulp, to be set up in the ocean to produce most of the things needed by man."

To win Woolwich West the Conservatives need a swing of fractionally more than 4.25 per cent. and believe that the prospect of a low turn-out would assist their cause. However, Woolwich is staid electoral territory. Its percentage swings invariably understate the national average and as the home of the oldest as well as the biggest local party in the Labour movement, it seems likely to produce to-morrow a desperate photo-finish... perhaps a dead-heat.

Michael Thompson-Noel

Road chief challenges Minister on railways

Financial Times Reporter

A CALL to the new Transport Minister, Dr. John Gifford, to get to grips with the "wasteful spending" by British Rail came yesterday from Mr. Tony de Boer, chairman of the British Road Federation.

He told the Federation's annual meeting in London that events in the past few months had shown that Ministers had totally lost their grip on transport policy as a whole. "Even before BR's offer to the unions the total railway deficit for 1975 was going to be more than £450m."

Roads not rail would continue to carry the bulk of Britain's freight and passenger movement, Mr. de Boer maintained. "This is going to involve a thorough reappraisal of the role that British Rail can perform and that some painful questions about manpower and management."

Mr. de Boer complained that Government plans to give priority to road links with the ports handling trade to that Common Market were now up to 10 years behind target.

None of the key roads to Tilbury, Harwich, Felixstowe, and Hull was complete and some would not be finished before the mid 1980s, despite the promise in a Government White Paper that the highways would be built by 1975-77.

Call for national work training plan

BY MICHAEL DIXON, EDUCATION CORRESPONDENT

BRITAIN'S LACKADAISICAL attitude to preparing children for working life is strongly criticised in a report published yesterday by the Government-sponsored Training Services Agency. The present position is "profoundly unsatisfactory for both economic and social reasons," it says.

A new "collective funding arrangement of some kind" is needed to provide youngsters with a national system of work-related training at an estimated initial cost of about £150m, a year, says the agency, which is responsible through the Manpower Services Commission to the Department of Employment.

Unusually, the report does not stop short at the DE's departmental boundaries. It invades the territory of the Department of Education and Science, criticising schools' deficiencies, and hinting at desirable improvements. It points out that: "The resources devoted by the State to young people who continue in full-time education are immense in comparison with those it devotes to young people entering employment."

It was socially unjust to devote an increasing share of public funds to academically bright children who went on to higher education, and a decreasing share to the much larger numbers who left school at 16 to enter employment. It was also economically silly to remain dependent on a

laissez-faire approach to work-related preparation which "carries the risk of a chronic short-fall in supplies of skilled workers" just when an upswing in the economy means that they are most needed.

Vocational Preparation for Young People; free from the Training Services Agency (162, Regent Street, London W1R 6DE).

Consumer differences pin-pointed

Financial Times Reporter

OWNERSHIP OF cars and telephones still showed large differences between the socio-economic groups in 1972, in spite of the continued spread of consumer durables, according to the latest Household Survey from the Office of Censuses.

The survey for 1972 reports that among heads of households in the labour force, 85 per cent. of professional workers had a telephone and 90 per cent. had cars, compared with 14 per cent. of unskilled workers with a telephone and 18 per cent. with a car.

The General Household Survey, 1972. HMSO, £5.

Filter sales fall forces layoffs

Cigarette Components said yesterday that it was to reduce 300 of the 1,600 workers at its Jarraw factory redundant because of a 20 per cent. fall in demand for its filter tips.

The company blamed the Budget and the Department of Health anti-smoking campaign for a 20 per cent. sales drop. It said that there was no sign of a pick-up in demand for at least six months.

The rest of the labour force will continue on a four-day week.

Fisons seeks listing in Europe

By Ray Dafter

FISONS is seeking a listing on the German stock exchanges at Frankfurt and Düsseldorf as part of its bid to have a broader international base.

Details of the company's intentions are expected to be announced in Germany to-day, although Mr. George Burton, the Fisons chairman, has already indicated that much of the future growth will be generated outside the U.K.

At the annual meeting last month that total group earnings this year might include as much as 70 per cent. from overseas activities, as against 60 per cent. last year.

Mr. Burton has also indicated that the climate for manufacturing development is currently more favourable outside Britain and that most intended acquisitions in the foreseeable future would be overseas.

The group still has \$45.5m. left over from a \$50m. multi-currency facility negotiated two years ago for use in future takeovers.

The company's most recent acquisitions have involved Continental concerns. In March it said that it had bought an 85 per cent. stake in the French pharmaceutical company Laboratoires Gerda, for about £1m. and it was acquiring for about £1.5m. the German company, Gebrüder Haake, which manufactures circulators and viscometers.

The increasing internationalism of Fisons is reflected in its annual report and accounts, which has the summary of results printed in English and German, and its recent advertising campaigns. On April 2 Fisons took 10 pages of advertising in the Frankfurt Allgemeine, a similar campaign to those run in Le Figaro and the British Press.

The aim of the advertising has been to emphasise the diversity of the company's activities. Two of the main business areas are agricultural chemicals (herbicides and pesticides) and pharmaceuticals which necessitate a worldwide marketing philosophy in view of the comparatively small market in the U.K.

The launch of Fisons' anti-asthma drug, Intal, in the U.S. for example, is thought to be one reason why about 8 per cent. of the company's stock is held in America, through American Depository Receipts.

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Readicut

- * Sales, at £42,195,282, were 17.7% higher
- * Profit before tax, at £4,032,733, was 9.1% lower
- * Direct Exports, at £9,267,939, were 32.0% higher
- * Ordinary Dividend increased by maximum permissible: covered more than three times
- * Capital Expenditure, at £1.88m., was at record level

Summarised Results

Years ended 31st March	1975 £	1974 £
Sales	42,195,282	35,834,948
Profit before taxation	4,032,733	4,434,819
Profit after taxation	2,027,859	2,255,361
Profit after taxation plus extraordinary items	2,091,083	2,400,777
Amount absorbed by Preference and Ordinary Interim and Final Dividends	658,777	606,096
Group Profit Retained	1,432,306	1,794,681

Copies of the Report and Accounts can be obtained from the Secretary, Horbury, Wakefield, West Yorkshire

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Mowlem

International Construction Group

Chairman Sir Edgar Beck CBE, reports...

- ** Maximum permitted dividend recommended.
- ** Construction work in the United Kingdom increased considerably, both in the civil engineering and building fields.
- ** Subsidiary Companies have contributed satisfactorily to Group profits.
- ** Nearly 20% of the Group turnover was overseas. There are good prospects in Saudi Arabia whilst work continued in many other countries including East Africa, Thailand and Algeria.
- ** Profits of £1,817,870 fell short of those in 1973, the principal cause being the loss in Australia due to the floods in Brisbane.
- ** Prospects for 1975 are better than I would have expected when the National economic position indicates both inflation and recession. We have a good order book and a healthy balance sheet. In the U.K. current work undertaken should enable fair margins to be earned, whilst the effort overseas enables a cautiously optimistic view to be taken for the immediate future.

Summary of Results (Year ended 31st December)

	1974 £'000	1973 £'000
Turnover	75,146	59,708
Profit before Tax	1,818	2,090
Tax	1,026	943
Extraordinary items	—	40
Earnings per share	11.6p	16.6p
Dividend	6.2016p	5.5125p

Copies of the Annual Report are obtainable from the Secretary, John Mowlem and Company Ltd., Westgate House, Belling Road, Brentford, Middlesex TW8 0JZ.

Mowlem

The Technical Page

EDITED BY ARTHUR BENNETT AND TED SCHRETERS

BANKING

Cashiers replaced by slot machines

BARCLAYS BANK'S first NCR 770 auto-tellers go on line on June 30, and the service then assumes its new name—Barclaybank.

For the past five months the two 770s have been undergoing off-line trials inside branches at Oxford, offering only the variable-amount cash dispensing facility. Now, with the link-up to a computer, customers will be able to withdraw cash in sums up to £50 a day in £5 and £1 notes, subject to the balance available on their accounts, which the machine will automatically check.

They will also be able to pay in bank notes, cheques, money orders, to their accounts by inserting them through a slot in the machine and operating the appropriate controls.

Barclaybank is the first self-service bank machine in the U.K. through which customers can make both in-payments and cash withdrawals. It is operated

PHOTOGRAPHY

Small lens of high quality

SIXTEEN millimetre zoom lenses for motion pictures, capable of producing the higher standards of image quality, resolution and contrast normally associated with 35mm lenses but at a much reduced cost, have been developed by Rank Optics Taylor Hobson.

Designed by Rank Optics at its Leicester headquarters, the lens is called the Cooke Varo-Kinetal. New optical design principles give it superior performance and a weight of only 1 kilogram.

With an overall length of 220mm, the lens is designed around a three moving member optical system instead of the conventional two. Unlike lenses currently available, the Cooke Varo-Kinetal is a single unit with no externally moving front element. This results in improved resolution and contrast and high image quality throughout the entire zoom range of 9 to 50mm even when focusing at distances as low as 200mm (9 inches) away from the front of the lens.

The lens achieves a high resolution value of 100 line pairs per mm on axis and in the corners of the picture and its performance can be held throughout the zoom range. The resolution and contrast matches the modulation transfer function of the new film emulsions, such as Kodak EK7247, which means that film-makers will now be able to use their cameras fitted with this new lens and achieve the high standards of quality previously associated with 35mm filming for showing on the "big screen". It also means lighter equipment, less capital outlay and cheaper running costs.

ELECTRONICS

Picnic in comfort

THE EFFECT that bright light has in attracting flying insects is well known. This lies behind the development of an ingenious unit called the Nimrod—an electronic device designed to attract and kill all flying insects.

It is the brainchild of a firm called Electronic Pest Controls, a subsidiary of Electronic Concepts who design electronic communication systems. There are five different models of the unit to give protection from insects over areas from 500 square metres to 2,000 square metres, depending on the model.

They should appeal to the general public as well as to the larger industrial, farming and

catering concerns. In fact one model, the Nimrod 800, is unique in that it is the only mains to battery-operated product of its kind with its own built-in rechargeable power pack. This means that it is portable and apart from being suitable for use in the garden, or on camping or continental holidays where insects can be a pest.

A central ultra-violet light attracts the insects, both by day and by night. Surrounding the ultra-violet light are two concentric metal grids, separated by a gap of approximately 12 mm. The outer grid acts purely as a protective cage. The inner grid is charged to a voltage that is not dangerous for humans or animals to touch but insects flying against it to get to the light, will be killed instantly.

POWER

Venture to build new battery

ASEA, Västerås, Sweden, and ESB, Philadelphia, a wholly owned subsidiary of the International Nickel Company of Canada, have jointly announced formation of a new company, Exide Asea Inc. The new company will be owned equally by the two parent companies.

The new company has been formed to develop a new battery for the design, manufacture, sale and service of battery energy storage plant systems for use by electric utilities and industrial customers in "load-leveling or peak-shaving" operations. These plants will convert electrical energy generated during low demand periods into chemical energy and store it close to the point of use.

The stored chemical energy will be converted back into electrical energy and fed into utility electrical distribution systems during periods of high demand, levelling the load on the utility and permitting it to operate its generating equipment at peak efficiency, thereby saving valuable fuel resources.

tion, these systems will be located near the point of use, eliminating the need for further long-distance transmission lines. ESB has under development a promising molten salt battery system. Preliminary tests indicate the technical feasibility of this advanced battery as an economical solution to the problem of wide daily variations in the demand for electricity.

But, while several important development milestones have been passed, the company states that much remains to be done. To scale up laboratory cells to full-scale working units, to develop a new battery with a projected life of 10 to 20 years, will be fabricated as sealed units and will present no known environmental problems or hazards.

Several years of development effort will be required to make the first commercial installations. However, ESB and ASEA have formed the new company now so that their combined capabilities can be made available to interested customers from the early stages of planning and evaluation through to the final installation and operation of these new load-leveling systems.

At a somewhat more advanced

COMMUNICATIONS

Telephones for the 80s

BY THE end of this year the Guardian Royal Exchange Assurance Group will have completed most of its "Spider" Web private telephone network which will rank as the largest of its kind in Europe. It will cover all GRE head offices and branches, consisting of more than 60 locations.

The philosophy of the "Spider" Web network, created and designed by Mr. C. J. W. Macaulay, communications consultant to the GRE, consists of leased lines from the P.O. having the terminal and

switching equipment privately owned and operated. This concept has proved to offer economic advantages and improved efficiency.

The technical structure of the network is a complex of wide band, leased lines, and groups of connecting the six switching centres, which in turn serve the branches of that region. Inherent to the design of the network is the built-in ready availability of data transmission, international telegraph, internal telephones, facsimile and teletext.

Cost savings and advantages of owner control, combined with the flexibility of the spider web as a private network, weighed against services over either the public network or conventional leased lines, were substantial, and justify the GRE investment of £1.5m.

PROCESSING

Pure water by reverse osmosis

DEVELOPED BY the parent company in Canada, a packaged pure water supply system is available from Anderson Water Equipment, Graham Buildings, Newport Road, Cardiff, South Glamorgan (0222 22948).

Using specially developed DuPont Permacore modules, the company's system is stated to be capable of being designed to suit all raw water conditions and capacities, producing pure water for industrial and domestic use. It will remove both ionisable and non-ionisable impurities from water and other liquids using reverse osmosis.

Known as the Arrow system, it is claimed to have many advantages over conventional water treatment procedures. It is stated to be capable of reducing ionisable solids content in raw water to the 5 per cent range; to eliminate particulate matter larger than 0.45-micron; remove

99 per cent of organic matter, bacteria and spores; does not use mineral acids and alkalis which present waste disposal problems; and operates on high solids water beyond the economic range of ion exchange.

Identified against grey solids in a single phase through the rotor axis (using a principle first described by Leonardo da Vinci). A gastight housing encloses the rotor and the gear wheel. The rotor rotates at a slight clearance (tolerances) in a cylindrical mantle forming part of the housing and is driven from outside, separating a freely rotating motion to the gear wheels.

Suction, compression and discharge is achieved by the rotor being swept by a vane which is completely open to the suction chamber. As the rotor and gear wheel rotate, the opposite chamber is the cylindrical mantle.

Known as the Monocore, there are four models in the range with capacities from 50,000 to 1,500,000 kcal/hr at -10/+25 deg C and 2,950 rpm. Advantages claimed for the Monocore are: no load on the rotor bearings; no metallic contact between rotor and gear wheel; no oil pump required; suction gas filter fitted in the compressor housing; and low sound level.

The company's U.K. office is at P.O. Box 4, Kingsbridge, Gloucestershire GL8 5BT (0680 3311).

MACHINE TOOLS

Mild steel cut and notched

MADE BY Muhr and Bender, of Attendorn, West Germany, the Mubea KBL Optima range of powered punching, section cropping and notching machines is now available in the U.K.

They are capable of shearing distortion-free flats from 7.5 x 4 x 4 x 1 up to 7 x 7 x 1 inches, and punching holes from 1 inch diameter through 7 inch plate up to 12 diameter through 1 inch mild steel plate.

There are five basic models, each in two versions. One version has a special throat

feature for splitting plates, while the other (without a throat) has greater capacity for flat bar cropping with minimum distortion, by using a deformation-free upper blade which is fitted at the shear plate station.

The machines have programmes for punching, section cropping and notching with three independently controlled slides. The shear slide has an automatic mechanical hold-down; the bar shear can be fitted with blades for cutting channel beams, flat bar, and angles, and a tube notching tool for cutting the ends of tubes that have to be welded at 90 degrees to a mating tube.

The punch slide is fitted with a spotting device for setting the punch and die, and for locating the tip of the punch in the marked out workpiece.

U.K. agent is F. E. Edwards (one of the 600 Group), 23-25 Sunbeam Road, London, N.W.10 (01-965 0553).



HEATING

Insulation blown into the walls

IT IS BELIEVED that dry, loose, all insulation material could be blown into cavity walls in buildings as high as 12 storeys with the aid of a prototype machine developed by Bouds Insulation, 140 Hatfield Road, Stoke-on-Trent ST4 7LT (0782 44435).

In addition to making this claim, Bouds also says that only one man is needed to run the portable machine which may be operated from a 15-amp domestic power supply.

The machine, which is mounted on rubber tired wheels, has a hopper to carry up to 4 cwt. of material and a shredder for mineral wool. Blowing pressures used range from 5 to 15 psi and the material is blown through either 1.5 or 2 inch hose into the walls to give densities ranging from 2 lb to 8 lb per cubic foot.

PACKAGING

Carries out the whole process

MANUFACTURE has just begun a range of packaging equipment for European markets that will enable Bennett Swiftline, Rubery Industrial Estate, Birmingham, to offer complete package deals to food and consumer goods manufacturers. In crop manufacture for instance, it can start with potato cleaning, inspection, blanching, cooking and on to packaging.

The new range of fully automatic form, fill and seal equipment is being made under licence from PMD (Pty.), Johannesburg, and was chosen for its robustness, simplicity and ease of maintenance, all necessary qualities for the African markets into which PMD sells.

Depending on the product, packing rates vary from 100 a minute to 240 a minute for 24 x 14 inch bags of large ones.

TEXTILES

Preparing samples

TWO MACHINES for the preparation of textile samples have been developed by the Swiss company Polytex AG, Flühofstrasse 57, CH-5163 Glattpark-Zürich. They are the sample card mounting machine and the sample card machine.

The sample card machine will handle cards up to 24 x 14 inches and will produce a sample card depth up to 4 inches. The glue pattern is applied using a silk screen device. The swatch magazines can be pegged to pattern swatches as required, and are loaded in stacks from the pinning machine.

The sample card mounting machine will cut widths up to 40 inches. Design features include a cross beam which allows a clear view of the cutting area, and there are light barrier safety knives on both sides of the knife. There is a semi-automatic double feed mechanism. Swatch lengths and width are set independently.

TELEVISION

Projects a big picture

A FRONT-projected colour television picture 68 inches wide is provided by the VideoBeam system made by Advent Corporation in the U.S. and introduced into this country by Crown Castles Communications, a member of English China Clays Group.

The projection unit uses three separate colour phosphor seven inch tubes working at 80 kV with the three images brought to coincidence on a curved screen with a highly reflective aluminium surface placed exactly 100 inches away.

Viewing can be at up to 30 degrees from the centre line giving an acceptable viewing area about 20 feet across at 24 feet from the screen. Audiences of up to 200 can be fairly easily accommodated. The projection is from about two feet above the floor from a console containing a receiver and all the normal colour set controls, plus coincidence adjustment. Price is £2,450 ex VAT; main markets are restaurants, industrial training, medical, More from the company at 3, Soho Street, London, W.1 (01-497 4592).

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For further information please write in confidence to the Senior Vice President, Mr. Richard A. O'Brien.

TANDY Tandy Corporation (Branch UK) Bilton Road, Wednesbury, W510 7JN Staffs.

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FINANCIAL TIMES REPORT

Wednesday June 25 1975

Management Education

The management training industry in Britain has swung wildly from success to failure since it appeared in the mid-1960s. It is on the brink of another turndown in the face of Government cuts and companies trimming training budgets.

Manic-depressive

THE AVERAGE child psychologist, reviewing the progress to date of management education in this country, would probably doubt its prospects of ever becoming a rational and effective adult. No other educational development, as far as I know, has ever had its early years so disturbed by manic-depressive experience.

When management education was brought into being as a sizeable activity here about a decade ago, it was loudly and repeatedly welcomed by numerous public figures who encouraged it to look on itself as a (if not the) key to the nation's future wellbeing. Around the time of its fifth birthday, however, the youngster which had been given the expectations of a favourite son suddenly found itself out in the cold.

For the private enterprise suppliers of courses the change came with the economic recession of 1970-71. The longer established and most of the best new independent operations continued to find a sufficient, although much reduced, demand—particularly for highly specialised services—and so kept alive a good deal of useful activity. But faced with whole-sale cutting of companies' training budgets, a lot of the commercial firms perished and the prospects for the small entrepreneurial management trainer have, sadly, never really recovered.

For the State-supported suppliers, the reverse came at different times and in different forms. The management teaching departments of the further education sector—the polytechnics and technical colleges—had had their feelings trampled on from the outset. What the public figures were welcoming in the mid-1960s was the arrival on the management education scene of the universities. Amid these effusions the useful work which some further education institutions had been doing for years was at best forgotten and at worst slandered as cheap and nasty. So although they received little positive benefit from it, the polytechnics

This Report was written by
MICHAEL DIXON,
Education
Correspondent

Criticism

The publication of the Owen Report let loose a wave of criticism by practising managers. Some of this was plain prejudice, but a good deal of it was deserved by a tendency among the management dons to concentrate on serving their own academic interests—apparently exempting the working world, which had contributed millions towards the business schools' formation, to take whatever happened to be provided, and be grateful.

The dons' immediate reaction was to counter-attack, with the result that the educators and the managers became publicly split off from one another, with rank and file voices on either side declaring that the conflict could be done in better ways. Perhaps because this requires a company's greater and longer-term commitment to the training—so offering greater security for the company training officers' jobs and budgets—my impression is that in spite of cuts elsewhere, the overall market for in-company work has continued to grow.

Some authorities think that the change in the pattern indicates that the organisations concerned now give more thought to their management development activities, with long courses being booked a good way ahead, and career plans being used to indicate individual managers' needs for "inputs" of training in specific aspects of their craft.

A new element of the pattern since 1970-71 has been the move by many concerns to providing training within the company, often importing "tailor-made" courses from schools or other organisations, instead of sending large numbers of staff to attend outside programmes. In many cases this can be an efficient and comparatively inexpensive way of meeting a good many management training needs, although at its worst it can produce a very "hinkered" type of programme, instructing staff how Company X does the worst—in terms of things, and leaving little room for investigating whether things

ended only by the unconditional surrender of the other. Fortunately, and almost certainly by agreement, the leaders of both camps refrained from adding their voices to the sterile arguments about "principles."

With no newsworthy attitude-nising to attract it, the public attention which had fitfully followed management education since the middle 60s shifted itself to other things, and the two sides were soon left pretty well in private to ponder realities. And even though four years later the basic split remains, a goodly number of bridges have been built across it and the relationship has improved.

One of the first reconciliatory moves was the formation by schools of advisory panels of business men. But to my mind this formal consumer-consulting machinery has played only a small part in the improvement of relations. Nor do I think that the main compromises have come from the company side, even though the late lamented upswing in business conditions which followed the 1970-71 recession brought renewed company interest in the management educators' products.

The major compromises have been made by the educators, and the reason for this is surely that the upswing coincided with a curbing of the previous headlong growth of public spending on university activities, coupled with a Ministerially-supported decision with the Department of Education and Science to develop the polytechnics.

The new business schools, ambitious to advance their academic reputation for higher degree work and research, could plainly no longer rely on sufficient quantities of taxpayers' money. The best prospect lay in attracting increased revenue from companies and, in view of the proposed formation of a national network of Regional Management Centres based on polytechnics, the sooner the wooling got under way the better.

University management departments with lesser pros-

pects of building up company custom decided that another way of advancing themselves was to capitalise on the growing popularity of career-connected studies with academically able school-leavers, by developing undergraduate courses.

Both of these trends had a stimulating effect not only on the further education sector, but also on the established independent colleges.

In the judgment of the aforementioned psychologist, the result would do great credit to management education's competitive spirit. But it would say nothing at all for its rationality.

Everybody seems to have set about marketing in every possible direction. Courses for working managers have been generally increased in number, diversified in content, trimmed in length, and polished in presentation. The standard courses have been supplemented by the putting together and sometimes the bespoke creation of teaching packages to suit particular industries or specific companies, and which can be used either inside the school, in the customer's premises, or alternately in both.

Consultants

In some of these "tailor-made" activities, the management teachers work as consultants to groups of managers, tackling a real problem within their own company. Links between British departments and counterparts abroad have produced courses offering opportunities for study-visits to other countries. Even though only three or four of the proposed Regional Management Centres are so far operating anything like properly, various further education institutions are striving to get approval for higher-degree courses.

The best known independent colleges have already gone one better, having formed links with universities which enable them to offer master's degrees—in one case by taking a kind of block-release course, in the other by doing research.

The overall award for sharpness, however, is probably deserved by the Regional Centre which has been trying to arrange for Diploma in Management Studies courses to be advertised on television.

The trouble with all this overlapping competitiveness within what is now overwhelmingly a State-subsidised activity is that it is neither needed nor can be afforded. Once again we are poised for the plunge from the manic to the depressive and, with reports of cuts of up to 50 per cent in company training budgets, it is up to Government to make sure that what survives this time is rational and effective. The question of the sort of management education that is needed, and Governmental intentions which will affect the answer are discussed in the following articles.

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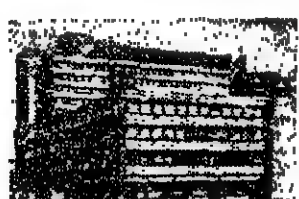
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National stock of common sense



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THE OTHER day a keen observer of management education gave me a sketch of what he considered to be the major difference between the London and Manchester Business Schools.

"If the London faculty were ordered to get off in outside in three," he said, "they would respond by forming up perfectly within seconds. But if the Manchester faculty were given the same order, they'd say: 'Hold on a minute. We'd better discuss this. Let's start with what you mean by three.'"

I quote this to indicate what people acquainted with the two schools mean when they describe—as they usually do—the Manchester institution as the more academic. And practical businessmen who have been connected with the northern school tend to associate this approach, which can all too easily seem to them intellectual hair-splitting, with Manchester's director, Professor Grigor McClelland.

Yet for advice on what sort of basic State-financed structure of management education this nation needs, you could scarcely go to a better man than Grigor McClelland. This is because, since Christmas, he has been on leave from Manchester Business School and running his family business, the Newcastle-based food supermarket chain, Laws Stores.

The company, which has 1,500 employees, ran into severe problems last autumn and the existing management was unable to cope with them. So the professor moved out a number of the senior managers and "grabbed the steering wheel" himself. Over the past six months he has successfully turned the company round and is aiming for expansion with an eye on its going public five to ten years hence. He intends, however, to hand over the task of expanding the company to somebody else because he wants to return to the Manchester school when the new academic year starts in October.

"Management education," he said, "tends to concern itself with making the best practice better. But in this situation, and I think in many situations, the problem was advancing from a low level of sensibleness to a reasonable level. So perhaps greater emphasis should be placed on just getting people with common sense into positions where they can pull the levers."

"Where control systems are concerned, management education tends to think of ways of achieving sophisticated discrimination. But I think now that what needs attention is control systems which provide quick feedback and ensure that action is taken."

"In short, things which might seem to an academic to be small considerations, are often the important ones."

He then declared that he was not going to insist that the person who replaced him as managing director of Laws Stores must have a higher degree in management, or even a degree at all.

"These past few months I have been extremely impressed by a number of people who have got what it takes to succeed, but who left school by the age of 18 largely because they were browbeaten off with the

education system. I think that's an important reflection on our school sixth-forms and the image of our universities."

Now that view from the practising chief executive's desk and my own, admittedly academic, conclusions suggest to me (though probably not to Professor McClelland) that when this country set about expanding management education a decade ago, we started at the wrong end. If we are to bring the State-financed activity into line with this apparently undeveloping nation's needs, we now need to look at the schools where the first essential improvement is to ensure that all normal children are made both literate and numerate. Beyond that we need at the sixth-form stage a widespread expansion of GCE Advanced-level business studies, which could well be based on the "Marlborough" project now being used in getting on for 80 centres.

Those steps alone should ensure a marked increase in the national stock of common sense about the activity called management—whose mere existence seems to be considered by large numbers of present school-teachers as a crime against the dignity of mankind in general and a threat to their own job security in particular. But the youngsters who wished to go on to degree studies would of course be enabled to do so, provided they were at least offered strong incentives to spend a year or more beforehand outside the education system and on their own resources.

Nobody would be under abnormal pressure to study at bachelor-level in management, but there should be further expansion of undergraduate courses in the field. Well designed and taught, these could serve the Robbins Committee's wish, which in the event was largely neglected, that there

should be many more degree courses of a general kind. At the higher-degree level we already have too many programmes. The polytechnics were intended to equal the universities in "esteem"—of which the most important element is surely the now notionally introduced parity of pay scales—but different in activity. Yet the elements of the few workings and many putative Regional Centres of Management Education seem to be making a useless priority of setting up high degree courses. They should not be allowed to do so. Those which already run them should have them withdrawn.

That would still leave too many in the university sector alone. I would plump for having a smaller number concentrated in the three main post-graduate schools (the third one is Cranfield), but which courses should be withdrawn and which continued would need to be decided carefully by a small committee at least half-composed of practising managers.

Since most postgraduate management students already have considerable working experience, it might seem unnecessary to stipulate a minimum entrance age of 25, but it should be done. These students, like all others, should normally be required to take loans to cover their financial needs while studying. However, grants would be available to the would-be students who could demonstrate the need for them.

As for the company market, the State institutions of all types could compete for custom but their finances would be thoroughly checked in an effort to prevent them from using public funds to gain advantage over private enterprise competition, of which we need more. Besides, the battles of wit that would no doubt periodically ensue between unscrupulous management school staff and the auditors would be a valuable learning experience for both sides.

While the agency, under Government control and with a crisis on its hands, could be forgiven for being impatient with prescriptions about what, theoretically, it should be doing, the critics have an important case. It is that this country has a crying need for an integrated manpower policy with the various "skill-producing" efforts currently dispersed under several Government departments considered as a whole in the light of the best forecasts of need available, and making due allowance for the liability of those forecasts to error.

Incentives

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Emergency

The ideas from the school which he said he found most helpful in his emergency role as a retailing managing director all seem to be essentially practical. One was the knowledge that when managers are in menacing situations, their fears can easily distort their interpretation of what is wrong. He was therefore careful to sound the opinions not only of employees, but also of customers in the stores. "This enabled me to go to our top executives and say I knew that on such a date a particular store was not stocking certain goods we had advertised."

Another help was Man-

agency could make provision for 10,000.

"Where a single organisation is having to make a large number of managers redundant," says the TSA's chief executive, Mr. John Cassels, "we would expect the company to offer the training to the people concerned during their period of notice. But we would be prepared to help to fund this: we would pay to the company what would have been available under Tops if the same number of people had come forward personally."

Where individuals are concerned, Mr. Cassels expects that the first contact will be made during the short "self-assessment" seminars which the TSA

is providing for unemployed managers up and down the country in conjunction with the associated agency. Professional and Executive Recruitment. The main purpose of the seminars is to give the redundant executives a realistic view of the employment situation which faces them, and to help them to work out in what ways they are—and are not—marketable. This will naturally introduce the idea of taking some sort of training with a view to improving "personal marketability."

Although efforts are being made to provide skilled counsellors to help the unfortunate managers to choose the training programme most suited to them, it seems probable that most will be left to work out their own best choice from a list of the programmes available.

Various bodies—including the Regional Advisory Councils and the British Institute of Management—are assisting with the compilation of this list. Being a Government-sponsored concern, the Training Services Agency has its eye on the management teaching facilities of the State education system, but there is no reason in principle why programmes offered by private enterprise firms should not be included.

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Demand

CONTINUED FROM PREVIOUS PAGE

Under the proposal, redundant managers could take courses of up to one year in length—which apparently might include one of the 12-month master's degree courses as well as the Diploma in Management Studies and others. During the training, the manager would receive the Tops allowance, with the training concern receiving a fee which, if a course is to be included in the scheme, must be "reasonable."

Beyond that, approval for a course will depend on its being judged suitable for improving the particular applicant's job prospects.

The TSA thinks, however, that what most redundant managers will need is not a formal course so much as a "period of supervised self-instruction."

Even so, the plan is not without critics among leading personnel authorities who doubt that the large majority of managers made redundant will be able to find another managerial job regardless of their having trained to increase their marketability. These critics argue that in spite of earlier and current redundancy programmes, large companies tend to be considerably overstaffed in their managerial ranks. Far from encouraging redundant ex-

ecutives to try to reinstate themselves in similar work, the critics say, the TSA should be helping them to select and prepare themselves for some different kind of activity.

While the agency, under Government control and with a crisis on its hands, could be forgiven for being impatient with prescriptions about what, theoretically, it should be doing, the critics have an important case. It is that this country has a crying need for an integrated manpower policy with the various "skill-producing" efforts currently dispersed under several Government departments considered as a whole in the light of the best forecasts of need available, and making due allowance for the liability of those forecasts to error.

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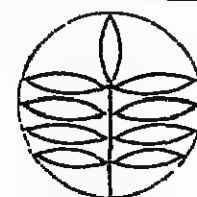
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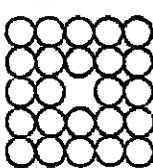
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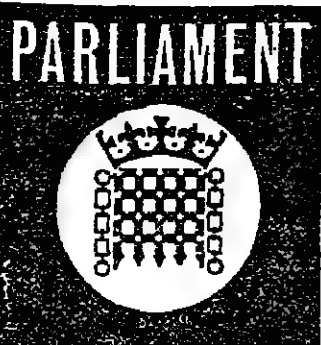
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Praise for Callaghan statement broadcast

BROADCASTS by the BBC and Independent Radio News of Foreign Secretary Mr. James Callaghan's statement on Mr. Dennis Hills, the British lecturer under sentence of death in Uganda, were praised by MPs yesterday.

Mr. Mike Thomas, Labour MP for Newcastle East, said: "Everyone who listened will have had an opportunity to sense the atmosphere in Parliament at this dramatic moment. I am sure that the experiment has been a great success and this event must surely justify its justification were needed, its permanence."

"I have been told on all sides of the impact, brilliance and drama of this broadcast. It needed no embellishment."

Mr. Bob Crer, Labour MP for Kilmory, said: "I see no reason why dramatic announcements at critical moments should not be transmitted to the nation at the same time as they are transmitted to MPs."

Liberal statutory policy plan Wilson predicts economy measures before recess

BY JOHN HUNT

A GROUP of 13 Tories went against their party's official policy yesterday and voted in favour of a Liberal Bill aimed at setting up a new Prices and Incomes Board and reintroducing a statutory wages and prices policy.

But Labour, including at least 14 Ministers, voted solidly against the measure. Prominent among them were Mr. Anthony Wedgwood Benn, former Industry Secretary and now Energy Secretary, Mr. Michael Foot, Employment, Mr. Roy Mason, Defence, and Mr. Robert Sheldon, Financial Secretary to the Treasury. Mr. Bob Mellish, the Labour Chief Whip, also voted against.

The Bill was presented in the Commons by Mr. David Steel (Lib. Roxburgh, Selkirk and Peebles) as a means of testing the opinion of the House. It was also intended to find out how many Conservatives agreed with Mrs. Margaret Thatcher, the party leader, in opposing a statutory wages policy.

Positive

The Bill was defeated by a majority of 134 (163-28) with the small group of Tories joining ten Liberals, three Scottish Nationalists and one Welsh Nationalist in voting for it.

Mr. Peter Walker, the former Conservative Trade and Industry Secretary, who has come out in favour of a return to statutory

wage control, did not vote.

The Conservatives who voted for it were Mr. Ian Grist (Cardiff N.), Mr. Paul Hawkins (Norfolk S.W.), Mr. Charles Irving (Cheltenham), Mr. David Knox (Leek), Mr. Kenneth Lewis (Rutland and Stamford), Sir Anthony Meyer (West Chichester), Mr. Anthony Nelson (Chichester), Mr. Antony Newton (Barnet), Mr. Graham Page (Crosby), who is a former Local Government Minister, Mr. Peter Tapsell (Horncastle), Sir George Young (Aston), Mr. Geraint Morgan (Denbigh), and Mr. John Biggs-Davison (Epping Forest).

The Bill was a private member's measure presented under the "10-minute rule" which allows two members to discuss its merits. It is a common device for sounding the feeling of the House.

Mr. Steel declared: "There is a growing view in all parts of the House that it is high time the Government took positive action to attempt to control inflation. We can delay no longer."

He recalled that in 1966 the Labour Government had introduced the Prices and Incomes Act which was supported by the Liberals but opposed by the Conservatives and by a section of the Labour party led by Mr. Michael Foot, the present Secretary for Employment. As a result, the Prices and Incomes measures, the Conservative Board had been established.

But in a "sad and foolish" Government of 1970 had abolished the PIB just when it was proving of real assistance in controlling inflation.

In a couple of years, however, the Conservatives repeated of their folly and introduced their counter-inflation Act establishing a Price Commission and a Pay Board. Then the incoming Labour Government of February 1974 abolished the Pay Board.

Mr. Steel emphasised the danger of the present situation with inflation running at 30 per cent and most commentators believing we were heading for unemployment of over 10m. by the end of the year.

"Most Governments are accused of promising jam tomorrow and never providing it. This Government says there will be no jam tomorrow and then watches everyone helping themselves to large dollops of it today."

The board he was proposing would have the power to undertake investigation of certain areas of incomes, such as the lower paid. It would be the responsibility of the Government to say what percentage growth in prices and incomes could be. It could refer to the Board any cases that went beyond the norm.

The Board could then make a recommendation to the Government to make exceptions or working together.

restrict the increases to the figure already laid down.

"I believe this Bill would be helpful in creating the machinery to establish a fair, expert and authoritative body," said Mr. Steel.

Opposing the Bill, Mr. John Toxson (Lab. Merton) said it would bring back all the rigmarole of statutory controls that had failed before. Those who supported the Bill seemed to have learned nothing over the past 10 years, he said.

Mr. Tomlinson, a former political organiser and head of research at the AUEW, argued that the Labour Government's old PIB had worked effectively in restricting pay rises in the public sector but not in the private sector where they had been 6 per cent in excess of the norm. This had led to massive industrial disputes in the public sector at the end of the 1966-70 period.

He thought it a delusion to believe that a statutory body could deal with the problems of inflation and employment. The real way to tackle it was by increasing the productive wealth of the country and establishing a system of industrial relations that got management and labour working together.

Mr. Christopher Price (Lab. Lewisham W.) urged the Government to support the Special Air Service regiment as a candidate in any further defence cuts.

"Many Labour MPs do not think its activities do any credit to Britain," he said.

Mr. Cyril Townsend (C. Bekeley) said: "Many of us are getting increasingly bored with the totally uncalled for attacks on what is perhaps the finest regiment in the British Army."

Agreeing with Mr. Townsend, Army Under-Secretary, Mr. Bob Brown, said: "The SAS is a full volunteer regiment. It is a fine regiment and doing a very fine job. Its main role is in the NATO context."

Mr. Mason said that our NATO allies had been seriously disquieted by the defence review. "I am sorry I cannot give the House a categorical assurance that defence cuts would not flow from any other public expenditure reductions."

As far as I am concerned, if I feel it will impair our role or the security of the State, I will try to help."

Mr. Peter Mills (C. Devon W.) said that the Government was causing concern among young people seeking a Service career. "Is there any future for young people in the Services?"

Mr. Mason said that our international posture was at an end. "With the new posture, every young man who joined the forces would know their future would be geared to the alliance with Europe. And in that, we certainly have a role to play."

Mr. John insisted: "The picture is not one of doom, but of a strengthened capacity to help in defence where such help will be most effective, which is the central region of Europe."

The main argument of the defence review was to concentrate efforts where the Government thought they were most needed—the U.K., the East Atlantic, and the central region of Europe.

Mr. John said that all three services would do what they could to minimise the interruption of civilian employment because of the defence cuts. It was hoped that 14,000 of the required 18,000 total reduction in the RAF could be achieved by natural wastage and reductions in intake.

Many of the inevitable redundancies would be met by volunteers and there would be little need for compulsory sackings. "But the number of volunteers for redundancy is by no means excessive, which suggests that the redundancy terms offered were just about right. There is no mass exodus of our officers from the service."

Mr. John said: "I believe it would be wholly wrong for the Opposition to divide the House on the spurious grounds they have so far put forward."

Mr. Kanneb Warren (C. Hastings) said: "It is my fear that the Russians are developing a sea and air stranglehold on us which will close rapidly round our throat and we will not fight a war at all before we are defeated."

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A GOVERNMENT package to combat inflation will be unveiled before the Commons rises for the summer recess at the end of next month, the Prime Minister, Mr. Harold Wilson, told the Commons yesterday.

Mr. Wilson said that the important thing was to get the measures right—"to get the right answer on the basis of consent and consensus."

Mrs. Margaret Thatcher, Opposition leader, had claimed that the Government's "delay and uncertainty" was damaging the pound daily. "When do you expect to bring a package of counter-inflation action. If this measure before this House for its approval?" she demanded.

Mr. Wilson replied: "What is important is to get the right answer and the right package, and that will not be the package you proclaim, without even the support of your colleagues."

"Getting the right answer on the basis of consent and consensus takes time. Your party tried to do it without that, and failed. They got the wrong answer on a basis which divided the country."

Tory MPs began to chime "answer, answer," and Mr. Wilson countered: "The Chancellor has set a timetable. I hope it will be considerably quicker than the timetable he set."

Mrs. Thatcher pressed the Prime Minister to say if measures would be introduced before the summer recess.

Mr. Wilson replied: "Yes. Any measure brought forward—and I stress again the importance of getting consent and consensus—should be reported to the House before the summer recess, of course."

Earlier Mr. Robert Adley (C. Christchurch and Lymington) had also demanded action on the economy. "Last month, you delayed because of the referendum, and this month it seems it is because of the Woolwich West by-election."

"The nation is now going to feel that you are either unfit, unwilling or unable to take any action on counter-inflation. If this is so, you should resign," he claimed.

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Mr. Wilson agreed this was urgent, and pointed to the current discussions by the TUC and CBI.

Asked about his contacts with TUC leaders, the Prime Minister agreed that TUC co-operation had been forthcoming, "particularly in the proposals they have before them for relating wage settlements in future to the target rate for price increases." This was a very big step forward.

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Labour MP backs Tory claims on maternity rights

The Executive's World

EDITED BY JAMES ENSOR

The Government favours 'industrial democracy.' But Geoffrey Owen outlines the problems and argues

Managers must still make the decisions

AT THE HEART of the debate about the Government's Industry Bill — and about other proposals for "industrial democracy" — is a confusion between two very different propositions. The first is that employees, through their trade union representatives, should have the right to be consulted about and to influence decisions which directly affect their jobs and working conditions. The second is that employees should be given detailed information about, and should participate in, all major management decisions.

Many managers would accept the first proposition but strongly resist the second, not on ideological grounds, but because it is simply not feasible; it implies a community of interests between management and unions which does not, as yet, exist. An awareness of common interests is not something that can be created by legislation; it has to be worked at and developed within the individual enterprise, and this is a long and often frustrating process. Before the Government rushes ahead with enforced participation on a grand scale, it should consider the experience of those companies which have attempted a more limited form of participation, in the area of jobs and working conditions.

Demarcation

Ten years ago ICI consciously adopted a participative approach in trying to raise its labour productivity closer to the level of its foreign competitors. As Mr. Joe Roeder shows in a new book (1) on ICI's experience, the management recognised that substantial manpower savings were available, but only if they attacked the demarcation rules and restrictive practices which were deeply ingrained in the industry.

The purpose of the Manpower Utilisation and Payment Structure (MUPS), agreed with the unions in October, 1965, was to measure, analyse and reorganise all the work being done by hourly-paid employees in the company. The aim was flexibility between trades (especially between craftsmen and process operators), a simplified wage structure and detailed job assessment. But the novel feature of the agreement was that the process of reorganising jobs was to be co-operative. As Mr. Roeder puts it, "it was a complete departure from the ICI



How can the National Union of Blastfurnacemen be expected to enthuse over a programme that could halve its membership?

tradition of decision-making, of technical expertise deployed within a framework of managerial prerogative."

The task of implementing MUPS and its successor, the Weekly Staff Agreement (WSA), proved far more difficult and time-consuming than anyone had anticipated. At the start there was resentment that the agreement had been negotiated nationally without involving local shop stewards. AEU stewards, especially, saw it as a threat to the status of the craftsman. The strongest resistance came at Billingham and Wilton in the North East, where the local union leaders seemed determined to protect their members' immediate interests — described by Mr. Roeder as "the preservation of jobs and status, procedural distinctions, demarcations and any other structural defence against a fluid labour situation on the site." It was only after two old-fashioned confrontations — the dismissal of the AEU senior steward and the defeat of a TGWU strike — that management regained some initiative.

Gradually, after much effort, the new approach began to gather momentum, as managers and shop stewards saw the value of a shared approach to the problem of productivity. At the Gloucester fibre plant, one of the most successful experiments of the new style, savings in manpower after allowing for new work in the factory, were up to 37 per cent; output per man increased by about 40 per cent. Between 1969 and 1973 ICI as a whole increased sales value per employee significantly faster than its

overseas competitors; the gap in productivity was being reduced.

There is little doubt that this would not have been achieved without the move away from management by decree towards management by consent and co-operation. Yet two qualifications need to be made. The first is that the initiative for

union officials, national or local, suddenly to abandon their traditional role, that of defending the livelihood of their members, in favour of a new one, that of assisting the company as a whole to become more efficient and more profitable. Mr. Roeder quotes comments from several ICI managers that "where shopfloor

from management to unions will, of itself, provide one of the keys to higher productivity. Modernizing a company means changing, often in a drastic and painful way, the way people work; the instinctive reaction of the unions is defensive, even hostile. The British Steel Corporation, for example, is seeking the consent of its employees to the changes that are necessary; it is not expecting, either from employees or unions, enthusiastic co-operation.

Like ICI, the BSC knows what needs to be done to bring productivity up to the best international levels. Obsolete plant has to be closed down, production concentrated in the most efficient works, and new plants of optimum size and technology have to be constructed. The extent of the BSC's lag is illustrated in the tables, which give a very rough indication of relative productivity. Output per man in Japan is probably more than twice that of the British steel industry, but this conceals wide differences in productivity among individual plants. Thus the Anchor plant at Scunthorpe, the most modern in the U.K., compares favourably with Continental plants though still well below the best Japanese units.

A modern steel industry requires fewer plants and fewer employees. What can the unions contribute to this? As Mr. Ken Jones has shown in a study (2) of the social aspects of the BSC's rationalisation programme, the management has involved the unions in a lengthy consultation process, including the provision of detailed financial information to works action

committees and their consultants. But at some point the employer has to take the decision: if it is to go ahead with the closure, then the consultation process is thought to have been a mere charade. Some people will want to go on arguing about it until the day it is implemented; they resist offers of retraining and job counselling as a plot designed to divide the opposition. As Mr. Jones remarks, "there is no logical argument which can convince men that their own works should close and this needs to be recognised by the employer."

The most national trade unionists can be expected to do, says Mr. Jones, is to acquiesce in certain proposals. Some of the unions, after all, face a drastic decline in their own membership. How can the National Union of Blastfurnacemen be expected to enthuse over a programme that could halve its membership?

Power

It is undeniable that the power of large organisations to coerce their members has been greatly diminished. The behaviour of ICI and BSC retrained, in different ways, the change in the power balance. As an ICI manager told Mr. Roeder, one consequence of WSA was that "a basic assumption of endless conflict between members' rights and managers' (servants of capital) was being challenged by the discovery of areas of common interest." But ICI's experience also illustrates the practical problems of conceals wide differences in productivity among individual plants. Thus the Anchor plant at Scunthorpe, the most modern in the U.K., compares favourably with Continental plants though still well below the best Japanese units.

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Germans in the Deep South

BY NORRIS WILLATT

ROBERT BOSCH, the West German automotive parts manufacturer, has re-established production in the United States, in — of all places — Charleston, South Carolina. It was on the basis of such statistics that the West German mother company concluded the time was ripe to begin manufacturing in North America. The reasons which led it to choose a factory site in South Carolina were many and varied. A basic one was the calculation that it was no further, and therefore no more expensive, to transport products to the Middle West than from South Carolina than from New York.

Several shipping lines from Northern European ports, such as Rotterdam and Bremerhaven, regularly serve Charleston, which is equipped with an excellent modern container port. Labour costs are lower than farther north in the U.S.; and, incidentally, than in West Germany, now that the Deutschmark has undergone so high a revaluation in terms of the dollar.

In the Charleston area, too, Bosch discovered — and this must have been a pleasant surprise — a pool of highly-trained, skilled labour. One reason for this is the enterprise of the State of South Carolina in establishing a first-class technical education centre, which works closely with industrialists, even in the extent of encouraging them to provide their own equipment for on-the-job training at the school. Bosch had no difficulty getting the 250-300 qualified people it needed to start operations. It has been impressed by the pride in work of the local people, and the comparatively low rate of absenteeism.

The State was also highly co-operative in other ways. It fed into a computer Bosch's specifications for a suitable site, and came up with several alternatives. Bosch checked them all out, and chose one on the outskirts of Charleston. This was in February, 1973, and ground was broken for the \$5m. plant in the following May. The first fuel injection pumps were assembled just a year later. One year still further on, management, though unwilling to disclose figures for competitive reasons, affirms the enterprise is already a success.

Charleston and other communities of South Carolina have become something of a mecca for West German firms doing business in the United States. Among German companies established there are the Big Three of the chemical industry, BASF, Hoechst and Bayer; and the total list of some two dozen names includes firms in the production of steel, textile machinery, chemical and other industries.

In 1973, only 800,000 diesel engines were assembled in the United States but forecasts suggest that total U.S. diesel engine production will rise to 750,000 units by 1976, and to 1m. by 1980.

PRODUCTIVITY IN STEEL

(current tonnes per man-year)

COMPANIES	PLANTS
Nippon 520	Oita 790
Thyssen 370	Fukuyama 750
Kawasaki 350	Silmar 340
National Steel 280	Anchor 350
BSC (5 best plants) 195	Taranto 310
Hoogovens 150	Salzgitter 280
BSC (average) 122	Yawata 260

Note: Because of the difficulties in obtaining comparable data the figures can only be regarded as tentative. The main factor depressing the BSC's performance is the long "tail" of obsolete plant, whereas Nippon's output is concentrated in fewer, more modern and larger works.

change still tends to come from workers and stewards were management. The most serious given the opportunity to take over-managing in ICI to-day, as decisions, it was explicitly rejected; discussion was fine, but decision-making was not, perhaps because it implies not just responsibility (which people learn to enjoy) but commitment and so a confusion of roles.

Mr. Roeder also notes that in changing large organisations like ICI the national unions do not generally play a positive role: "it was always possible for the unions to block more management but not to make it happen."

These facts are conveniently overlooked by those who argue that a redistribution of power

BUSINESS PROBLEMS

Tax on dealings in futures

BY OUR LEGAL STAFF

I have been told that a managed syndicate dealing in futures is liable for tax only at the capital gains tax rate, but as an individual is liable to income tax. Is this correct?

On the basis of the decision in Mr. Norman Wisdom's case in 1969 (Wisdom v Chamberlain 45TC103), profits from commodity futures transactions carried out by a private individual could be assessable to income tax as earned income under Case I of Schedule D. Whether profits from passive participation in a managed

syndicate should be regarded as capital gains or as unearned income is a question of fact, for decision by the Commissioners, according to the particular circumstances of each case. There is no rule-of-thumb answer and, if you have no experience in the commodities markets, it would be wise to seek professional guidance before entering into commitments.

Inaccurate minutes

I have received a copy of the

minutes of the annual general meeting of a public company, but do not agree that they constitute a true account of the proceedings. What should I do?

Your proper course is to raise the matters of inaccuracy when the minutes are read, and before they are signed, at the next general meeting. Once the minutes are signed, it depends on the Articles of Association of the company whether the minutes are conclusive (in which case they can only be displaced or amended if fraud or bad faith is proved) or are capable of being displaced by evidence of the true sequence of events at the meeting concerned.

Retirement and the Land Compensation Act

I have a business which will be involved in compulsory Purchase Order. I understand that in view of the fact that I am over 60 years of age, and do not really wish to be involved in the upheaval of moving, that there are special provisions available in the Land Compensation Act 1973 that may be worth considering. Could you outline what is involved in making a claim under this Land Compensation Act 1973, whether account is taken of any stock and equipment, and who has the ultimate responsibility for disposal of same.

Section 46 of the Land Compensation Act 1973 enables you to claim your compensation on the basis that the business has come to an end instead of its merely being removed from one place to another. This means that the loss of profits must be computed on the purchase value of the business, not simply on a notional interruption of trading. You would normally be free to dispose of stock and equipment, making your claim for the goodwill. To take advantage of the provisions of Section 46, you must have reached the age of 60 years, the premises must be of an annual value not exceeding £250 and you must undertake not to dispose of your goodwill and not to engage in the same kind of business in the locality.

No legal responsibility can be accepted by The Financial Times for the answers given in these columns. All inquiries will be answered by post as soon as possible.

Blossom out with
Constance Spry
LIMITED

GARDEN MAINTENANCE
WINDOW BOXES
PLANTS-INDOOR PLANTS

for individual attention please contact
Mr. A. Taylor, Gardening Dept.
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June, 1975

Two food manufacturers have warned they may go out of business. In his second article on price controls, Sandy McLachlan explains why

Softening the bite of food margin control

WITH negotiations soon to begin about the controls over prices and profits which should succeed the existing Price Code when it expires next March, there are signs that manufacturing industry may win important concessions from the Department of Prices and Consumer Protection. Controls will not necessarily be relaxed, but they may well take a somewhat different form, and therefore be rather more palatable to industry.

The Price Commission itself has criticised some aspects of the Price Code system, and Mrs. Shirley Williams, the Prices Secretary, has admitted that the new operational basis will be more heavily on companies than the much higher deduction which originally applied. Meanwhile, industrialists have become far more adept at giving detailed evidence about the harm which controls are doing to their business.

That they are doing so to effect, and that the situation for some companies has become extremely serious, is evidenced by Mrs. Williams's revelation this week that two major food companies had warned her that they are in danger of going out of business unless profit margins are increased.

Cash flow

Food manufacturers have suffered as much as anyone from the operation of the Code and probably more. Evidence recently prepared by the Food Manufacturers Federation and submitted to the Department of Prices by the Food and Drink Industries Council shows that the profit margins of 26 major food processing companies virtually halved between 1972 and 1974. During the same period requirements for working

capital rose by 51.3 per cent. The net effect of all this was that cash flow switched from being a positive figure during 1971 to a negative one of £70m. in 1973. Taking 1973 and 1974 together the companies in the survey had a combined cash flow deficit of £172m.

It is the fall away in net profit margins combined with greater working capital needs which produces the cash flow deficit, and this in turn conditions ability to invest. It is interesting therefore, to look at the reasons given by the food manufacturers for the sharp reduction in margins, since their experience highlights problems felt to a greater or lesser extent across industry as a whole.

Most of them are shared in part by other sectors: the rapid rise in commodity prices and delays in getting price increases to compensate; the cumulative effect of the productivity deduction exacerbated by the threshold payments system incorporated in the Pay Code; and trading conditions which allowed the food companies only static volume sales during 1974. Things were made worse by the introduction of the three-month rule in May last year, which meant that companies had to wait three months between price increase applications and thus added to the delay in recouping rapidly rising costs.

A further point made by the food manufacturers is that the safety net provision written into the Stage 3 code was so difficult to interpret that months were wasted before anyone was able to take advantage of them.

As with much of manufacturing industry, the food processors took a long time to discover that proof of hardship was needed to sway the Government and that solemn protestations of difficulties were not enough. This

latest report and its predecessor, however, appear to have convinced officials at the Department of Prices that the food industry does have a genuine case for favourable treatment in the next stage of control.

The industry's negotiators faced a difficult decision in tactical terms. Their case to be exempted from control altogether was, they felt, strong. However, faced with a hard official line that controls of some sort would have to remain for political reasons, in the forthcoming negotiations they have reluctantly decided to press for new ones which will at least allow them to reach the levels of profitability permitted under the existing margin control structure—which they fall well short of at the moment.

This is the sort of dilemma which the whole of manufacturing industry faces. It seems clear that price controls will only remain but that they will be as tough in their final effect as the existing set-up.

Clearance

The distributive trades have been considerably inconvenienced by the two and a half years of price controls, but it is manufacturing industry which has had to bear the real brunt.

Particularly hard hit have been the big companies which have to pre-notify any proposed price increase to the Price Commission and then wait for clearance before implementing them. The Commission has 28 days to give its answer, but if it has any queries on the application it can stretch out the process for a further 14 days, making 42 days in all. Worse, if the Commission finds fault with an application even on technical grounds it can reject it and the company con-



Mrs. Shirley Williams, Secretary for Prices: she revealed this week that two major food companies had warned her that, without higher profit margins, they were in danger of going out of business.

cerned has to start again from scratch.

The effects of this on the company sector go a good deal further than the money lost in the period between an application being made and its implementation. The Commission often requires information to be presented in a form quite different from that of normal commercial accounting practice, in simple terms of the first half of 1974 and (b) pensioner households. Secondly, all the weights are itemised over nearly 100 items and the four items with the highest individual weighting are (1) purchase of motor vehicles, (2) beer, (3) petrol and (4) cigarettes. Admittedly, these are individual items and food as a group (32 items) accounts for a quarter of the total weighting. Even so the weighting of cars, beer and cigarettes exceeds the total of housing, fuel and light.

This difference of attitude not only means that a great number

of sophisticated companies in preparing their applications to the Price Commission, have been penalised for making genuine mistakes, but it also involves a disproportionate amount of senior managerial time being devoted to dealing with bureaucratic applications. Also, the longer the controls last, the more damaging will be the change in attitude by management which has to spend more of its time trying to out-think the Commission rather than competitors.

Indeed, the underlying criticism of the present system of price controls on manufacturing industry is that no attempt to legislate for really detailed control over the complex corporate sector has any chance of avoid-

ing uneven incidence, the creation of hardship in certain areas, and a lack of flexibility to meet changing circumstances. As a crisis measure this type of price control may be justified in the short-term, but by the time that statutory authority for the present controls expires next March the Code, in various forms, will have been in force for three years.

There has been considerable debate about just how much of industry's cash problems can be blamed on the existence of the Price Code and the Price Commission. Some take the view that rapidly rising raw material prices, coupled with high interest rates and latterly poor trading conditions, have been far more important than anything in the Code or the way in which it was implemented.

The other school of thought, which includes many companies affected by the Code, is that the rigorous definition of allowable costs and delays in getting price increases have been important contributory factors to their problems.

There is truth on both sides. What is hardly in dispute now, however, is that the present Code—in spite of concessions which have gradually been incorporated—has been overtaken by events. Even if tough price controls are to remain, therefore, they will have to take a different form from those currently operating.

Perhaps the best example here is the productivity deduction. Originally conceived as a means of spurring management to recoup part of wage settlements through productivity rather than simply by passing the whole increase on to the final consumer in higher prices, the deduction has been considerably modified. It started as a flat rate 50 per cent, and is

now on a sliding scale which allows labour intensive businesses to face a deduction of as little as 9 per cent, and with a maximum deduction of 53 per cent.

Industry however claims—and Mrs. Shirley Williams accepts—that in today's conditions the modified productivity deduction bears far more heavily on companies than did the original straight 50 per cent deduction. With many wage settlements now in the 25 per cent to 30 per cent bracket there is little chance of the productivity deduction being recouped through actual productivity improvements in most industries.

This and other provisions of the Code have rendered margin control largely illusory for large sections of manufacturing industry with companies operating far below their notional margin ceiling.

There are problems for the Government as well as for industry, and if they are to be resolved successfully it will require the right type of new controls. To most people that means a withdrawal of government agencies from detailed intervention in the day-to-day working of industry—even at the expense of tougher net margin ceilings in some areas.

Things could well move this way and there are strains in the wind to suggest that they might. The drafting of successive Price Codes has been loose and the enforcement of them by the Price Commission strict. It is not easy to blame the Commission for carrying out its statutory duties, but it is an open secret that the enforcement of the Code by the Commission has not always accurately reflected the original intentions.

The Price Commission will live on after the statutory authority for the existing Code expires in March, and there are already signs that Mrs. Williams is intending to use it more as a much more general watchdog—rather along the lines of the old Prices and Incomes Board. Were the Commission to be freed of much of its detailed policing it would have more time to devote to a broader view.

It has always been arguable that net margin control and price control are a form of double counting: if either is efficient then the other should be unnecessary. Of the two, net margin control—although arbitrary in its original application—is probably the lesser evil to the majority of manufacturers. At least they have the freedom to manipulate their pricing structures in order to achieve the most beneficial sales mix to maximise profits—subject, of course, to the net margin constraint on profitability: food companies would be satisfied if they could get back to existing margin ceilings.

Control by margin alone would help industry to get back to the disciplines of the market place rather than the discipline of the Price Code, while the Government could honestly claim that margin control—perhaps tougher in some areas and relaxed in others—was causing that industry to get out of hand on its pricing policies. These arguments may be very much the economics of second best, but the best anyone can hope for in the present situation is something of a compromise. That officials are coming to accept that the strain of detailed interventions in pricing policies on industry becomes intolerable when they are maintained too long.

Open secret

Things could well move this way and there are strains in the wind to suggest that they might. The drafting of successive Price Codes has been loose and the enforcement of them by the Price Commission strict. It is not easy to blame the Commission for carrying out its statutory duties, but it is an open secret that the enforcement of the Code by the Commission has not always accurately reflected the original intentions.

Letters to the Editor

TUC evidence to Plowden

From The National Office, Electrical Power Engineers' Association

Sir—Your news story (June 18) about the TUC's evidence to the Plowden Committee on Electricity Supply which draw attention to the differences between the evidence of the unions in the industry and that of the TUC, led Mr. Lea, the Secretary of the TUC's Fuel and Power Industries Committee, to reply on June 17. His letter sought to give the impression that the TUC's evidence, including its contentious proposals for worker directors on the top tier of a two-tier Board, had been "drawn up" by the unions represented on the Fuel and Power Industries Committee. In fact the TUC's Fuel and Power Industries Committee had before it a draft prepared by the TUC Office.

In discussion of this draft, as the representative of the Electrical Power Engineers' Association at the meeting, I specifically questioned the wisdom of the TUC making these proposals for worker directors, which if accepted by the Committee and subsequently by the Government would then be referred to the unions in the industry for their consideration. Since there appeared to be little, if any, enthusiasm among the unions in the industry for these proposals it seems not to make sense in this form in the first place, and to concentrate on those proposals for extending worker participation which had the full support of all the unions in the industry.

The Committee was, however, told that these proposals were the policy of the General Council following Council decision last year and, whatever the attitude of the unions in the industry, should be put forward by the General Council in their evidence to the Plowden Committee. The General Council is, of course, perfectly entitled to determine the policy in these matters, but it is disingenuous of the Secretary of the Fuel and Power Industries Committee to seek to give the impression that these policies are the policies of the unions represented on that Committee rather than of the General Council.

The Secretary of the TUC's Fuel and Power Industries Committee is of course quite correct in stating that those who agreed to give verbal evidence to the Plowden Committee as part of the TUC Delegation were those who had not already appeared before the Plowden Committee to support their own proposals, which were rather different from those made by the TUC with regard to worker directors.

Mr. Lea, like your correspondent who wrote the original story, is of course free to draw his own conclusions as to the motives behind this.

Simon Petch, Electrical Power Engineers' Association, Station House, Fox Lane Road, Chertsey, Surrey.

Packaging policy

From Christine Thomas Sir—There seems to be a growing misconception in the packaging industry about certain aspects of Friends of the Earth's packaging policy. On two recent and unconnected occasions, some members of the glass industry have alleged that FOE are actually supporting the greater use of metal cans by the soft-drink and brewery trade. This

is not true and we would like to put the record straight.

As regards the future availability of resources glass is a material to use since silica and limestone are relatively abundant. Steel-based alloys can follow next in order of preference. Although the energy-use data for the U.K. are incomplete, approximations suggest a ranking order, with the lowest glass bottles having the lowest overall energy costs, the steel-based alloy can second, the one-trip bottle third and the aluminium can the "greatest" energy intensive. As to ease of recovery and the problems of waste disposal there is little to choose between the various kinds of container.

But in our view to debate the issue on this level misses the essential point. We have always argued that the packaging, where necessary, should be designed so that the containers can be re-used time and again, or where this is impossible, for ease of recycling. The point is not to find the cheapest way of creating waste, nor the cleverest way of recovering in the point is simply not to produce the waste in the first place.

Christine Thomas, Friends of the Earth, 8, Poland Street, W.1.

Bargaining with a difference

From Mr. W. McKay.

Sir—In Britain's economic crisis, the majority would seem to agree that the excessive wage settlements which result from our industrially crippling and socially destructive methods of wage bargaining.

This huge advance in public awareness and understanding provides a new opportunity for radical action. Depressingly, politicians seem blind to this most important new opportunity. Action is endlessly deferred, the crisis worsens and the situation seems unable to escape from the old and largely discredited ideas of voluntary restraint and wages freeze. The trade unions are seen as the infants terrible who, apparently, are the cause of the problem. They are frightened into a short period of better behaviour.

Condemnation of trade union behaviour shows lack of understanding. A trade union is a mechanism which must function in the manner determined by its design. A trade union is designed to obtain for its members a maximum share of the available goods and services up to a limit set only by that union's bargaining strength. As unions discover that their bargaining strength is even greater than they had previously supposed, so their demands increase. This change is not reversible within the established wage bargaining arrangements (or machinery).

It follows that the mechanism for determining wages must be changed, but in what way? The salient features of the necessary change are— Periodically the Government should decide on the size of an acceptable change in the population's total purchasing power. Unless the Government can decide and enforce such a decision it cannot manage the national economy. Neither Government nor employers should have any involvement in deciding the differential allocation of total wages. Electorate representatives of wage earners should be enfranchised in that they would form a national council which would determine how the Government's permitted total change in purchasing power

would be distributed among the represented wage-earning groups.

These proposed arrangements should be compared with the present disruptive activities of individual unions which deny government the right to manage the economy. The whole concept and its practicality have been analysed by Lord Wilfred Brown in his book "The Earnings Conflict." Much of the procedure involved has been successfully applied at factory level.

Returning to the present national crisis—prolonged action avoidance by the Government has permitted such a deterioration that only extreme and immediate action is relevant. Jack Jones' "flat-rate" proposal would be the least difficult to apply. This type of wage freeze can only operate for a relatively short period and will not of itself provide long-term benefit. It is suggested that the Jones type freeze should be declared to apply until such time as a new and socially beneficial system of wage determination (such as that proposed by Lord Brown) has been arranged.

W. McKay, 11, Flitgrove, Bracknell, Berks.

Valuation questions

From Mr. E. Cookson.

Sir—Almost a year ago to the day your article "Need for Tighter Valuation Rules" was prompted me to comment. The edition of June 23 has stimulated me to express further views. The sting is in the tail of Peter Riddell's article but few experienced practising valuers would deny the need for constant watchfulness in such a volatile world as "property."

To say, as Mr. Greenwell is reported as saying, that "the valuation methods used by surveyors are often based on assumptions that are implicit and unquantified and tend to ignore movements in other capital markets" is both presumptuous and wrong. A valuer is an interpreter of market trends and conditions, not a mathematician nor a soothsayer. I suggest that what went wrong last year in the property world was greed on the part of the valuers, over-optimism on the part of others, and sheer incompetence on the part of a few. A season of hard-headed realism has now replaced an era of fantasy.

Articles which tend to knock the profession, if not of balance, can do more harm than good. Surveyors have served the Community for well over 100 years through changing times. Valuation practice is constantly evolving but the times of 1972-74 were exceptional. Was Mr. Greenwell unaware or asleep at the time? E. Cookson, 463, Green Lane, Coventry.

Electoral reform

From Mr. J. Wetmore.

Sir—As Mr. David Watt suggests (June 20) it must be right to approach electoral reform with circumspection but hard to agree that our electoral arrangements in recent years have resulted in "strong Government of acknowledged legitimacy and reasonable duration," to use his own critical criterion. Has not the opposite been the case?

Five general elections within ten years of 1964, topped by a referendum, are not the hallmark of durability or stability. Governments elected during the last 30 years by decreasing minorities of a diminishing share of the eligible electorate cannot be said to carry the full stamp of legitimacy. Strong Government of acknowledged legitimacy and reasonable duration, to use his own critical criterion, has not the opposite been the case?

Electoral reform has been on the political agenda for over 90 years. All that the advocates of proportional representation are attempting to achieve, based on the experience of the last 30 years and the results of the referendum, is a system which will provide representative in place of unrepresentative Government. If we cannot do better than derive an electoral system, such as the present, which does not normalises 50 per cent of the total vote we do not deserve, and are unlikely, to remain a parliamentary democracy. If we choose to ignore the referendum result, which showed that a large majority of the electorate throughout the country consists of moderates, nothing will prevent one or other minority group from taking power.

If our parliamentary democracy is to survive, the moderate majority must be given the means to elect representative Governments. Without such means no Government will have the will or the authority to harness the nation for a united effort, comparable to that displayed in 1940, to overcome our political, social, economic and financial problems either now or in the future.

John M. Weiner, Spencers Green, Tring, Herts.

Retail prices index

From Mr. A. van Cuylenburg.

Sir—Mr. J. Turner (June 23) says it is practically impossible to discover anyone who has even the faintest idea as to how the rpi is compiled and how it is weighted. He is probably correct.

The 1975 rpi however, is largely based on the recommendations of the Retail Price Index Advisory Committee and the March 1975 edition of the DoE Gazette carried an article explaining the households covered and the weighting. There are two points of general and perhaps significant interest. First, the index households covered are all households other than (a) those the head of which had a recorded gross income of at least £85 a week in the second half of 1973, and (b) pensioner households. Secondly, all the weights are itemised over nearly 100 items and the four items with the highest individual weighting are (1) purchase of motor vehicles, (2) beer, (3) petrol and (4) cigarettes.

Admittedly, these are individual items and food as a group (32 items) accounts for a quarter of the total weighting. Even so the weighting of cars, beer and cigarettes exceeds the total of housing, fuel and light. No one seeks to deny wage and salary earners (£5,000 p.a. or less) their pleasures, but to me at least, the make-up of the rpi gives a new dimension to the oft-repeated assertion by Trade Union leaders when negotiating wage awards that their members' standard of living must be maintained.

GENERAL

TUC General Council considers methods of reducing level of wage settlements, Congress House, London.

Mozambique gains full independence.

Mr. David Ennals, Minister of State at Foreign Office, has talks on Rhodesia with South African leaders.

Mr. Margaret Thatcher, leader of the Opposition, meets Mr. George Stavros, Opposition leader from Greece, House of Commons.

Post Office Users' National Council gives evidence on letter post service to Parliamentary Committee on Nationalised Industries, House of Commons.

Duke of Gloucester opens Chester Heritage Centre, St. Michael's Church, Gloucester.

Confederation of Shipbuilding and Engineering Unions conference continues, Reading.

Royal Norfolk Agricultural Show begins, Showground, New Costessey, Norfolk.

House of Commons: Scottish Development Agency, No. 21 Bill, second reading; Diseases of Animals Bill and Industrial and

Provident Societies Bill, remaining stages.

House of Lords: Debate on voluntary service in the community and on homelessness.

SPORT

Cricket: Gillette Cup first round.

Tennis: Lawn Tennis Championships continue, Wimbledon.

COMPANY RESULTS

Baker Perkins Holdings (full year).

DPB Industries (full year).

London and Overseas Freighters (full year).

MTK Electric Holdings (full year).

Plessey (full year).

COMPANY MEETINGS

British Home Stores, Marlebone House, NW, 11.30.

FPA Construction, Sheffield, 12.15.

Fairbairn Lawson, Leeds, 12.15.

First Finbury Trust, Westbury Hotel, W, 11.45.

Hanger Investments, Birmingham, 11.

Harcroft Investment Trust, 1, Great Tower Street, EC, 11.30.

Panor (P), Eastbourne, 12.

Porter, King's Lynn, 11.30.

Secombe, Marshall and Campion, 7, Birch Lane, EC, 3.30.

Swan Hunter, Newcastle-upon-Tyne, 3.

Tatool, Manchester, 12.

To-day's Events



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COMPANY NEWS + COMMENT

IC Gas up by 17.6% to over £11m.

GROUP PRE-TAX profit of the Imperial Continental Gas Association has risen by 17.6 per cent. to £11.04m. for the year to March 31, 1975, with stated earnings per £1 stock unit advancing from 12.67p, adjusted for a scrip issue, to 15.96p.

A final dividend of 4.0511p per unit lifts the net total from equal to 6.8411p to the maximum permitted 6.7311p.

In accordance with official dispensation the Belgian subsidiaries are not consolidated in the accounts. The group proportion of unconsolidated subsidiaries adjusted retained earnings was £3.54m. (£2.01m.), representing a further 10.35p per stock unit (3.89p after adjusting for the scrip issue).

The Calor Group turnover for the year increased by 36.1 per cent. to £77.45m. Its profit before tax and extraordinary profit was £3.8m. (£1.13m.) after charging £4.7m. (£3.30m.) for depreciation. The tax charge was £1.78m. (£1.19m.).

Century Power and Light turnover increased by 21.3 per cent. to £1.38m. Its profit before tax was £592,000 (£338,000) after £126,000 (£345,000) depreciation. The tax charge was £308,000 (£254,000).

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than-expected growth from the Belgian operations. The 37 per cent. increase in investment income virtually all stems from increases there, although admittedly 10 points of it is due to the upward movement of the Belgian franc against sterling.

Meanwhile, at home Calor Gas and Century Power have been no more than marking time, respectively reflecting poor weather conditions and the Hewlett field reaching optimum production. For this year the Belgian operations should again move ahead in franc terms, while the movement in sterling would indicate a much better performance for the consolidated figures. Any improvement in the U.K. from Century will depend on how quickly the Maureen and Andrew fields come into production. Still, overall

prospects look promising and the shareholders will be pleased to see a wide spread of interests in the energy field, although a yield of only 2.2 per cent. at 330p may deter some.

Three profit increases since August is the story behind the second half recovery at Geo. Bassett: a 50 per cent. pre-tax gain leaves the overall shortfall at 23 per cent. Volume, however, is still down and it is doubtful whether the present drop in sugar prices will restore the balance. In value terms, Bassett is so far some 30 per cent. ahead of the year-end, but the earnings recovery in 1975-76, borrowing at £2.9m. is well below the mid-term peak level while a reduction in the capital expenditure programme to about half the cash flow should further reduce the balance. That obviously will be some help but a 14 per cent. yield at 60p underlines the uncertainty.

At mid-way when profits were down from £302,838 to £183,100, the directors expected the levels

of profitability to be at least maintained in the second half.

Full year earnings are shown to be down from 20.1p to 12.4p per 50p share. The final dividend is 5.2p making 9.22p against 9.98p net or 15p (same) gross.

1974-75 1973-74

Turnover 7,353,990 9,416,044

Profit before tax 240,781 259,328

Set profit 148,413 380,639

Extraordinary items 114,566 30,841

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Allied Breweries sees similar result

EFFECTING a \$3m. increase in net profits, the Allied Breweries group has reported a similar result to the 32 weeks to May 31, 1975, compared with the same period of the previous year. The group's net profit rose to \$3.75m. from \$2.75m. in 1974.

However, the directors say the effect of increased finance charges will be less severe in the remaining 30 weeks and, given reasonable trading conditions, they anticipate that results for the full year to end-Sept. 1975 will approximate to those of last year.

They report that during the 32 weeks a small increase was achieved in the volume of beer sales, but sales of some other products declined. An advance of \$264m. in turnover is attributed largely to higher prices in the United Kingdom and to a significant increase in profits would be expected this year. The directors would be taking too optimistic a view of the probable outcome of the national uncertainties to confident that last year's results would be exceeded. The interim dividend is lifted from 0.85p to 1.015p net. Total 1974-75 was 3p paid from a profit of \$3m.

According to the chairman, Mr. Edward du Cann, "Additionally, some monies have been disposed into overseas stock markets, he tells members in his annual statement.

The directors feel that it is more than ever necessary to keep overall investment strategy both cautious and mobile, with a wide spread of interests in order to minimise investment risk.

Recalling a statement in which he said that purchases in the gilt market had been made against borrowed funds, the chairman says that in recognition of the risks of sharp rises in interest rates accompanying an economic "package" and in view of the recovery in fixed interest markets which has taken place since the turn of the year, it has been decided for the time being to reduce substantially the trust's matched position in this area.

For 1974-75, he expected to announce a fall in the rate of dividend on the income shares of 1 per cent. from 1.75p to 1.65p. In the event, the trust has been able to write back certain provisions from previous years, relating to ACT, and proposal for a final dividend of 2.25 per cent. as against 2.8 per cent. previously paid represents a once only increase which we cannot expect to repeat next year, he adds.

As reported on June 6, revenue before tax for the year to March 31, 1975, declined from £1.25m. to £1.02m. Dividend total is down from 1.75p to 1.65p net.

Meeting, 25 Milk Street, E.C.4, on July 16 at 12.30 p.m.

Bradford Property tops £2.5m.

INCLUDING higher profits from property sales, the taxable income of the Bradford Property Trust has risen from £2.17m. to £2.38m. for the year to April 3, 1975.

Surplus from property rentals was £298,415 against £217,748. Net profit attributable to ordinary shareholders advanced from £1.13m. to £1.31m.

The net dividend total is lifted from 4.71p to 5.11p with a final of 3.56p—the gross equivalent is up from 6.80p to 7.31p.

1974-75 1975-76

Revenue	£2,170,000	£2,380,000
Depreciation	(1,000,000)	(1,000,000)
Profit before tax	£1,170,000	£1,380,000
Tax	(100,000)	(100,000)
Profit after tax	£1,070,000	£1,280,000
Dividend	£1,130,000	£1,310,000

Permali turns in £0.84m.

THE SATISFACTORY outcome expected by Permali for the year to March 31, 1975, turns out to be a 37 per cent. advance in sales from £2.8m. to £3.8m. and an increase of 25 per cent. in taxable profit from £270,524 to £337,012 after £282,000, against £280,000, for the first half.

Full year earnings are shown to be up from 2.5p to 2.9p per 10p share, and cash flow from 4.8p to 5.5p per share. The dividend is lifted from 0.743p to the

Electro-components up 20%

FROM EXTERNAL sales, after customers' bonus, up by 33.5 per cent. to £13.7m. taxable profits of Electrocomponents have risen by 50 per cent. to £2.5m. for the year to March 31, 1975. At half-year profits were showing an advance of some 40 per cent. at £1.2m.

A final dividend of 2.10p—the present permitted maximum—lifts the net total from 3.45p to 3.75p—the gross equivalent is up from 56.75p to 58.5p per cent. to 51.05p per cent.

1974-75 1975-76

External sales	£13.7m	£18.5m
Profit before tax	£1.2m	£2.5m
Tax	(0.1m)	(0.1m)
Profit after tax	£1.1m	£2.4m

Provisions hit Walmsley

FOR THE six months to March 31, 1975 Walmsley (Bury) Group reports that, profit before tax, and a provision for future losses on contracts undertaken, decreased from £543,000 to £158,000.

After the provision of £1.6m. (£250,000) and a tax credit of £72,000 (debit £200,000), a net loss emerges at £17,000 compared with a £157,000 profit.

There is no interim dividend compared with 3.5p. Last year's total was 4.5p from profits of £251,000 before tax.

Trading and operating conditions remain difficult and competition intense in all the areas where the company operates. However, the provisions made will, it is expected, and assuming no interruptions in production, permit the current year to be completed without further loss, the directors state.

Successful implementation of their measures in the U.K. under consideration should provide a "sound and healthy" base for future investment and growth and a return to profitable working in 1975-76. Present facilities for working capital are considered to be adequate.

The chairman's statement issued with the 1974 accounts gave warning that 1975 would be a difficult year, and the accounts showed provisions of some £700,000 in respect of estimated future losses on contracts undertaken in 1975, principally by the U.K. subsidiary, and due for completion in 1975.

Dawson International Limited

Dawson International Limited is a Scottish based international group of companies engaged in the manufacture and marketing of knitwear and clothing, and the processing, spinning, and dyeing of cashmere, wool, camelhair and other fibres.

The preliminary announcement of the results for the year ended 31st March 1975 is detailed below.

	1975	1974
Sales outside the Group	42,492	37,291
Trading Profit	2,057	6,928
Interest	1,625	904
Share of Profit of Associated Company	432	6,022
	68	222
Profit before Taxation and Extraordinary Items	500	6,244
Taxation		
Group	132	2,615
Associated Company	84	84
	186	2,699
Outside shareholders' interests in losses (profits) of subsidiaries	314	3,545
	20	(23)
Profit after Taxation but before Extraordinary Items	334	3,522
Extraordinary Items	976	605
(Loss) Profit attributable to members of Parent Company	(842)	2,917
Dividends		
Preference Shares	18	18
Ordinary and 'A' Ordinary Non-Voting Shares		
Interim - 1.05p per share (1974 1.05p)	227	227
Final Proposed - 1.74p per share (1974 1.74p)	376	376
	603	603
Extraordinary items include £204,000 for redundancy and transitional costs less tax relief.	621	621
Transfer (from) to Retained Profit	(1,263)	2,298
Fixed Assets	7,766	8,548
Current Assets	22,972	23,936
Current Liabilities	12,603	14,707
Net Current assets	10,369	9,229
Net assets employed	18,135	17,777
Funds attributable to Equity	10,564	11,821

Notes:
1. The comparative figures for 1974 have been altered from those declared previously due to re-classification of certain items in accordance with the Statement of Standard Accounting Practice No. 8.
2. Trading profit is arrived at after taking account of the following:

	1975	1974
Depreciation	800	1,048
Exchange gain arising on conversion of net assets of overseas subsidiaries	(153)	(214)
3. Extraordinary Items		
Expenses of major reorganisation and rationalisation of group activities (after tax relief of £70,000)	140	-
Losses in respect of termination of activities (after tax relief of £131,000)	238	-
Amount written off trade investment Goodwill, arising on acquisition of subsidiaries, written off	515	623
Profit on redemption of debentures	122	-
	(39)	(18)
	976	605

Dividend
An interim dividend of £227,000 (1.05p per share) was paid on 28th March 1975 on the Ordinary and 'A' Ordinary Non-Voting Shares. The Directors recommend for approval by the shareholders at the Annual General Meeting, the payment of a final dividend of £376,000 (1.74p per share) on the Ordinary and 'A' Ordinary Non-Voting Shares.

The dividends are paid without deduction of income tax and carry a tax credit. The total dividends payable for the year of 2.79p per share are, with tax credits available, equivalent to a gross dividend of 16.95p compared with 16.36p for the previous year.

Subject to confirmation at the Annual General Meeting to be held in Edinburgh on 24th July 1975 the final dividend will be payable on 1st October 1975 to those members on the register at close of business on 22nd August 1975.

The abrupt reversal of fortunes from a record profit in 1973/4 to a small operating profit and a loss after Extraordinary Items in 1974/5, which the Board very much regrets to have to report to shareholders, arose from four main causes:-

1. A transition from boom to slump of unprecedented speed and severity in worldwide demand for high quality woollen products.
2. A severe de-stocking movement throughout the trade that led to substantial falls in raw material prices.
3. A decision to reverse in considerable part a major programme of diversification, both geographical and in terms of product, which had been undertaken by the almost universal and rapid deterioration in trading conditions.
4. The expense of spinning down the enlarged organisation which had been developed to manage a worldwide expansion in activity.

The onset of the recession was masked by the three-day week of January, February and March 1974. On the return to full-time working the backlog of orders kept the Group's U.K. factories at full stretch through to July. When the extent of the recession in demand became progressively apparent, a drastic programme of retrenchment was embarked upon designed to contain prices, cut costs, reduce stocks and improve liquidity. This has involved the rationalisation of certain factories, the closure of others and, inevitably, a reduction in total employment which amounted to 16%. The financial figures have been struck after taking the full brunt of all these measures, the write-down of raw material stocks to the levels ruling at 31st March 1975 and after providing for the cost of withdrawing from some of the more recent investments and writing down others to current values.

A notable outcome of the vigorous action taken was a substantial reduction in short-term borrowings from a peak of approx. £10m in the Autumn of 1974 to a net figure of £5m at 31st March 1975. Strict control of cash usage continues to be exercised, with the object of securing a further reduction in short-term borrowings during the current year.

The Group is now trading at a modestly profitable level. There are signs of a little more confidence in the trades in which we operate but to restore the Group to the high profitability of recent years, from so severe a recession, obviously will take time. Meanwhile the Group, which is made up of many fine companies with good records and worldwide reputations, is concentrating on its traditional activities of processing raw materials, spinning, and knitting products of the highest class for distribution throughout the world.

It is in the knowledge of what has been done to adjust the Group to the drastically changed conditions, and confidence in the inherent strength of our operations, that the decision has been taken to maintain the net dividend at the previous year's rate. The Board is mindful that during the 1970/1 recession the dividend was cut, but when profits surged upwards to their peak in 1973/4, statutory limitation prevented these being properly reflected in payments to shareholders. It is, therefore, a primary aim to maintain shareholders' income during any downturns in the cyclical industry in which we operate.

Strategy at New Throgmorton

The fund of the New Throgmorton Trust remains fully vested in the equity market, where the bias is towards companies with strong balance sheets, overseas interests, non-union industries and long-term inflation-proof assets.

comment

Electrocomponents pre-tax profits are 20 per cent. ahead on a 33 per cent. sales gain; but in the second half of the year cuts in distributors' gross margins coincided with a less buoyant volume picture and margins fell by a fifth in this period on a 31 per cent. increase. The opening of a new distribution centre in Birmingham and a generally high level of stocks has also eaten into last year's £250,000 liquid balances. This imbalance has since been brought back into line with sales growth and the group's high proportion of industrial sales, which are serviced on the basis of small batches and a technical advisory back-up, should continue to be a useful prop in a difficult year.

The shares have outperformed the electricals sector so far this year and a yield of 5.4 per cent. and a P/E of 8.5 at 100p is now at a premium to the sector.

Statement, page 25

Evans of Leeds 100% scrip

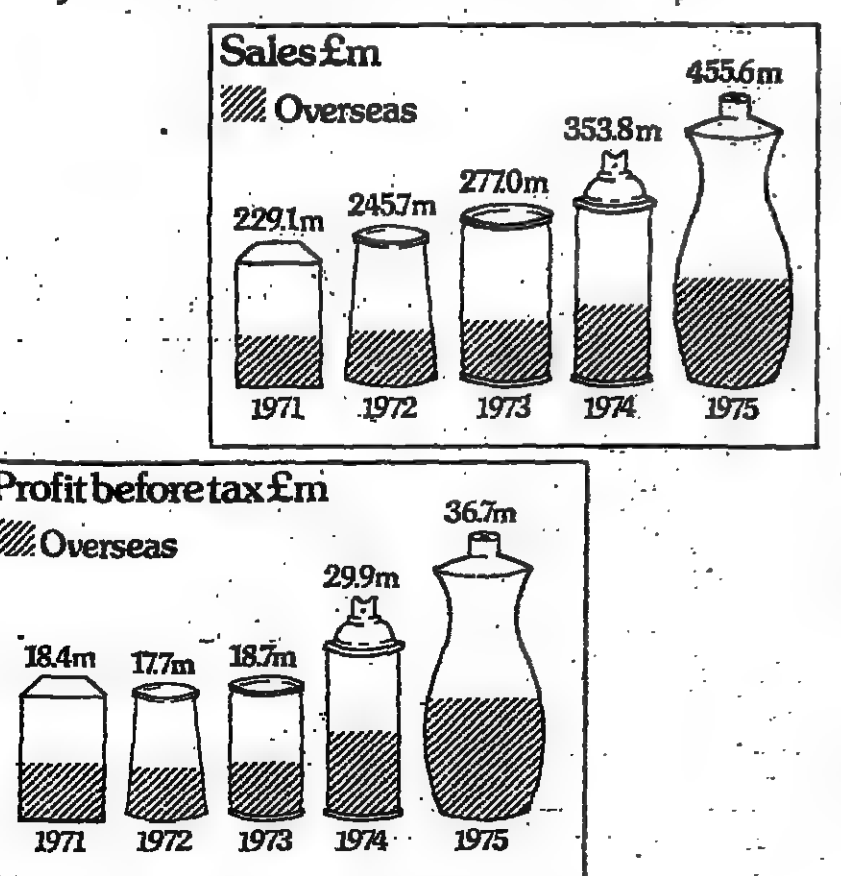
GROSS INCOME for the year to March 31, 1975 of property investors and developers Evans of Leeds improved from £1.33m. to £1.55m. and net revenue increased from £240,350 to £265,040 before tax of £317,795 compared with £283,133.

The dividend total is lifted from 3.56p to 3.70p net with a final of 2.50p.

A one-for-one scrip issue is also proposed.

METAL BOX REPORTS

Results for 1974/5
Sales increased by 29% to £455 million; with UK sales increasing by 28% and overseas sales by 30%.
Profit after taxation rose by 21% to £19.2 million; pre-tax profits rising by £2.5 million to £20.8 million in the UK, and by £4.3 million to £15.9 million overseas.



could be not only unwarranted but positively harmful. In addition the required disclosure of information will be particularly harmful to a company like Metal Box, whose main (foreign-owned) competitors will be under no corresponding obligation to reveal information themselves.

Outlook

Of the £35.5 million that Metal Box spent on capital items last year (most of it in the U.K.) a sizeable proportion was allocated to the introduction of the new 2-piece can making process in this country; plans are now being made to extend this technology into some overseas subsidiaries.

The need to finance these investments, in order to maintain the company's leadership in its markets, and to be ready to meet the future demands of customers, is a major factor in the decision to make a rights issue in the London Market.

The general economic uncertainty makes it difficult to predict the trading results for the current year which, it is believed, will be one of consolidation in preparation for the next step forward. When this will occur, in today's conditions, is difficult to forecast; but Metal Box is confident that it will, and that the company will be well prepared.

Thanks to employees

We have just completed the first full year in which the human, commercial and financial repercussions of the oil crisis have made themselves felt. I should like to thank all employees for the way in which they have faced these problems and for their efforts and loyalty during the past year.

The Annual General Meeting will be held on Thursday, 17th July 1975 at the Dorchester, Park Lane, London W1 at 12.30 pm.



Metal Box Limited

Please send me a copy of Metal Box's Annual Reports and Accounts

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Address _____

THE SECRETARIAL METAL BOX LIMITED,
QUEEN'S HOUSE, FORBURY ROAD, READING RG1 3JH

The Industry Bill

In his Statement, the Chairman of Metal Box referred to some of the company's reservations about the Industry Bill as currently drafted.

While the Company fully supports the stated objectives of the Bill of promoting industrial efficiency and safeguarding employment, the Bill provides little limitation on the scope of Government interference in industry, and planning agreements give Government a degree of control which

INTERNATIONAL COMPANY NEWS + EURO MARKETS

U.S. and Germany to build Iran refinery

BY JAY PALMER

NEW YORK, June 24.

NATIONAL Iranian Oil Company has awarded Fluor Corporation of Los Angeles and Thyssen of Rheinisch-Westfälische Stahlwerke a joint \$750m contract to build a refinery at Esfahan, Iran. Fluor, which has recently completed building an Iranian refinery with Thyssen, said that the planned 200,000-barrel-a-day facility would produce a wide range of petrochemical products for domestic Iranian consumption.

Although this contract award comes against a background of the Iranian oil's increasing difficulty in finding a Western oil company partner to build an exporting refinery, the chances of this signalling a significant change in policy seems remote. This extra refinery, a Fluor spokesman stressed, has been under discussion for some time and does not replace plans for exporting facilities.

Peugeot downgrades earnings forecast

BY RUPERT CORNWELL

PARIS, June 24.

PEUGEOT, THE French motor group scheduled to merge with the all-Clifren next year, is deeply pessimistic over its short-term prospects and is lowering its estimates for 1975 that were themselves formulated only two months ago.

In his speech to the annual general meeting of shareholders in Peugeot S.A., the umbrella holding company for the various group interests, Peugeot chairman M. Francois Gaultier warned that its forecasts of April now look "a little optimistic."

For 1975, the prospect was of a further drop in sales by volume and stagnation in operating results. In the first five months of this year the manufacturing subsidiary Automobiles Peugeot had suffered a decline in unit sales of 5.9 per cent, comprising falls of 12.9 per cent in France and 0.6 per cent abroad.

It is this slackening in exports, the mainstay of French car-makers in the grim year of 1974 that seems to particularly worry M. Gaultier. The rich oil producer markets had now built up sales stocks, while the drop of the dollar against the French franc was damaging Peugeot's position elsewhere in the world.

He also warned shareholders of the abrupt deterioration in the situation of its South American offshoots following new austerity measures brought in in certain countries—which, he said, might force Peugeot to take steps "that could influence our results."

The best he could offer was the hope of some improvement either at the end of this year or in early 1976. Should this prove correct, Peugeot would then be able to go ahead with the Citroën merger—despite the latter's unexpectedly heavy loss of Frs.1.1bn. (\$110m.) in 1974.

Another, separate, reverse for the group recently was the Renault's decision to give Peugeot a seat on its Board, despite the speedy acquisition by open-market purchases of 18 per cent of Renault equity.

As such, this decision represents a defeat in its battle, never officially admitted, with the State-owned Renault for the control of the motor industry. Peugeot's efforts to diversify out of the hard hit car business, but it was Renault Motor Development that carried the day.

For the first time Peugeot has published a consolidated set of accounts. Last year produced a 17 per cent advance to over-

IBM lifts dividend by 25 cents

By Jay Palmer

NEW YORK, June 24. INTERNATIONAL BUSINESS MACHINES has lifted its second-quarter 1975 dividend by 25 cents to \$1.75 a share.

Despite this improvement, Wall Street analysts remain convinced that the company's profits over this quarter (which will be released in about the second week of July) will be slightly down—or, at very best, unchanged.

The dividend rise is seen as a return to IBM's past practice of paying out to shareholders about 50 per cent of its earnings. Recently, with Government dividend restrictions, this payout ratio has fallen back to under 45 per cent.

In the first quarter of this year, IBM reported virtually unchanged earnings of \$2.95 a share and the company paid a dividend of \$1.50. For this quarter, earnings of around \$2.25 seem to be expected, with further slight growth anticipated later this year.

Huge cash-flow reserves, according to one analyst, will probably mean that the company's dividend will increase at a faster rate over the next 12 to 18 months.

Following this news, IBM's shares rose \$1½ to \$214½.

Sony beats forecast despite earnings fall

TOKYO, June 24.

CONSOLIDATED NET profit of per ADS) from ¥14.41bn. (30 Sony fell to ¥3.1bn. (6 cents per ADS) a year earlier, American Depository Share), in First half consolidated sales fell the second quarter ended April to ¥193.18bn. after ¥194.83bn. a 30 to ¥3.4bn. (7 cents per year earlier.

Noboru Yoshii, senior managing director, is confident that Sony's sales in the current fiscal year ending October 31 will equal last year's ¥397bn. Net profits are expected to be a little less than 5 per cent on sales, down from 6.3 per cent in 1974. Yoshii said that Sony's current profit margin of about 4.5 per cent on sales is "reasonable," but that the company is aiming for 5 per cent to 6 per cent on a long-term basis.

Japanese consumer spending is still apparently fairly weak at present, but the momentum is upward. Japanese disposable income is increasing rapidly, and in recent weeks, Sony has noticed a slight increase in demand for higher-priced colour televisions. The upturn in domestic television demand in Japan in Sony's second quarter centred on lower-priced table models, which currently account for 25-30 per cent of output.

The company also noticed a jump in U.S. television sales during the second week of May, just after U.S. taxpayers began receiving government rebates. It appears a significant amount of these rebates are being spent on consumer durables.

For the first half of the current fiscal year, Sony's consolidated profit fell to ¥8.77bn. (17 cents A.P./D.J.)

BUNZL PULP & PAPER LTD

The 35th Annual General Meeting of Bunzl Pulp & Paper Ltd. was held on 24th June at the Great Eastern Hotel, London EC2. The following is a summary from the Statement by Mr. G. G. Bunzl, the Chairman, circulated with the Report and Accounts for the year ended 31st December, 1974.

1974 was an exceptional year. Demand for the Group's products remained high until the closing months of the year. Inflation had a marked effect on the year's results and whilst I am pleased to report an underlying growth in the Group's business, the increase in turnover and earnings must be viewed against the background of high rates of inflation in many of the countries in which we operate.

Turnover increased from £94,530,000 in 1973 to £150,143,000 in 1974. Sales outside the UK increased from £72,199,000 to £120,109,000. The contributions from associates rose by 36% to £1,733,000. Group surplus before taxation increased from £8,578,000 to £14,067,000 of which about 75% came from exports and overseas operations. Earnings for shareholders increased from £3,746,000 to £5,574,000.

A final dividend of 1.540p a share will be paid, making the total for the year 12½% above last year, the maximum permitted under current legislation.

Sales by the Filter Division in the UK increased slightly but earnings were adversely affected by higher costs. Overseas the demand for cigarette filters remained strong, leading to improved earnings. The diversification overseas into non-filter products continues.

In the Paper Division Bunzl & Bleich AG, Vienna, had a much improved year and made a useful contribution to Group earnings. Wycombe Marsh Paper Mills had a buoyant year and in October was honoured by a visit from HRH The Duchess of Kent in recognition of 250 years of paper making on that site. The paper merchandising companies substantially increased sales and earnings, but there was a marked decline in demand in the last half of 1974. Fay International maintained its success in the worldwide distribution of disposable paper and non-woven textile products.

In the Plastics Division, after an excellent start Filtrons Textile Products had to reduce output because of recession in the carpet and textile industries. Machinery for producing polypropylene staple fibre was installed and trials are encouraging. Carter Bros. (Billinghurst) had another good year. The Packaging Division generally increased sales and earnings. Group activities in pressure sensitive coated materials have been combined in a new company, Bunzl Adhesive Materials, and its new factory of an initial 100,000 sq. ft. in Scarborough will start production at the end of 1975.

In these times of more than usual uncertainty throughout the world, and especially in the UK, it is inadvisable to attempt definite forecasts. While results for the first quarter of 1975 were satisfactory for the Group as a whole, activity is declining in many of our companies. Accordingly, 1975 is expected to show considerably lower earnings, even though they should be higher than in 1973.

SUMMARY OF RESULTS

	1974	1973
£000	£000	£000
Net assets employed	66,198	44,439
Turnover	150,143	94,530
Group surplus before taxation	14,067	8,578
Earnings for shareholders	5,574	3,746
Dividends per share, including tax credit	5.551p	4.835p
Earnings per share before extraordinary items	21.3p	14.3p

KLM profit unlikely

THE HAGUE, June 24.

RECENT developments make it unlikely KLM Royal Dutch Airports will achieve the small profits it originally budgeted for the year ending March 31, Dutch Transport Minister Tjerk Westerstrop said.

The previous year the company made a net loss of Fr.1.75m.

However, an improvement is expected for following years, Mr. Westerstrop said. He was answering questions in Parliament on the Government's proposal to take KLM's new KLM preference shares, half paid up, increasing its stake in the airline to 75 per cent from 70 per cent.

Teal of three flights a week

In KLM's Amsterdam to New York services could reduce profits by Fr.1.5m, although much will depend on how much of the released capacity can be used elsewhere, Mr. Westerstrop said.

Direct operational measures and analyses of overheads have been taken to achieve better results, Mr. Westerstrop said, adding that both short and long term prospects for aviation in general were not unfavourable. KLM's policy is not aimed at maintaining its market share. The company's traffic growth in the next five years is expected to lag behind the industry as a whole, he added.

Router

St. Gobain, PUK profit warnings

BY ROBERT MAUTHNER

PARIS, June 24.

TWO of France's largest industrial corporations—the plastics-making to engineering giant, St. Gobain Pont-a-Mousson, and the metals group, Pechiney-Guise Kuhlmann—today forecast a sharp fall in consolidated net profits in 1975.

St. Gobain chairman, Roger Martin, told shareholders at the company's AGM that, not only had the first half of this year been a very poor one but that the second half was unlikely to bring much of an improvement. Moreover, the situation in 1976 would remain difficult.

Overall group turnover in the current year is expected to be around Frs.22bn. (about £24m.) only slightly up on sales in 1974 of Frs.20.8bn. About 25 per cent of the group's work force would soon be on short-time and retirements would be speeded up.

Already, the group's European window-glass, insulating, textile fibre, cardboard and paper plants were working at only about 70 per cent of capacity, while the two French plumbing and heating materials factories had been working for several months at no more than 40 per cent of capacity.

Group activities in West Germany, representing some 18 per cent of turnover, had been extremely disappointing, with the recession wiping out most of the profits of the German subsidiaries. Italian operations were also causing concern, St. Martin said.

On the other hand, group results in the U.S., which accounts for 10 per cent of turnover, Spain and Brazil were much more satisfactory.

A similar picture was painted by Pechiney Chairman, Pierre Jouven, in his annual statement to shareholders today. Consolidated sales for the first six months of this year were 5 per cent down compared with the same period of 1974, or as much as 16 per cent down, if no adjustments were made for variations in the copper price. In volume terms the situation was even more serious.

The fall in orders had led to a 20 to 25 per cent reduction in the group's activities, but the cash-flow position was still healthy and would be sufficient to cover this year's investments.

PUK was looking into the possibility of floating a Eurobond loan, but this would be used principally to refinance existing debts. A final decision whether to take such a step would depend very much on market conditions, Mr. Jouven said.

At the PUK Board meeting today Mr. Pierre Jouven asked to be relieved of his position as chairman. The Board accepted this decision with regret and appointed him honorary chairman. He is succeeded by M. Philippe Thomas, while M. Jacques Desazars de Montgallier was appointed managing director.

Centar submits proposal for uranium enrichment

BY GUY DE JONQUERES

NEW YORK, June 24.

CENTAR ASSOCIATES, a joint venture of Atlantic Richfield and Electro-Nuclear, has submitted to the U.S. Government a plan to build the first privately-owned uranium enrichment plant using the gas centrifuge process.

The proposal, which estimates the total cost of construction at \$1bn., provides for a 25 per cent equity investment by the two companies in the plant and calls for a temporary Government guarantee of bonds to be issued to finance the rest of the project.

The companies contemplate that if construction permits were granted by mid-1978, the first stage of the plant would go on stream on a pilot basis by 1981. If the first stage proved economically viable, it would be enlarged to an annual capacity sufficient to supply fuel for 30 atomic power stations by 1986.

The proposal was submitted to the Energy Research and Development Agency (ERDA) one of the successors of the now defunct Atomic Energy Commission. President Ford has said that he will ask Congress to approve the entry of private industry into the uranium enrichment business, together with certain Government guidelines designed to protect private interests against losses in the field.

So far, all enriched uranium produced in the U.S. has been processed using the gaseous diffusion method in plants originally built by the Government to supply explosive material for atomic weapons.

Egypt denies Ford project

CAIRO, June 24.

OFFICIALS at the Egyptian Ministry of Trade and the Arab League said Ford Motor has made no specific proposals to stage the plant would go on stream on a pilot basis by 1981. The semi-official daily Al-Ahram had reported on Saturday that the U.S. automaker had proposed a \$400m. assembly plant and asked to be removed from the Arab boycott of Israel.

A spokesman for the Arab League Boycott said it received no application from Ford for removal from the list.

SELECTED EURODOLLAR BOND PRICES MID-DAY INDICATIONS

STRAIGHTS	Bid	Offer	CONVERTIBLES	Bid	Offer
Amaz 5 1/2% 1986	94 1/2	95 1/2	American Express 4 1/2% '87	91	92
Amst 5 1/2% 1987	91	92	Ashland 5 1/2% 1988	81	83
Amst 5 1/2% 1988	89 1/2	90 1/2	Beatrice Foods 4 1/2% '87	81	83
BFCE 5 1/2% 1989	87 1/2	88 1/2	Beatrice Foods 4 1/2% '88	101	102
Borger 5 1/2% 1989	94 1/2	95 1/2	Borden 5 1/2% 1982	92	94
Carrier 5 1/2% 1987	89 1/2	90 1/2	Broadway 5 1/2% 1987	72	74
Comco 5 1/2% 1985	92 1/2	93 1/2	Cannon 5 1/2% 1988	91	93
Consolidated 7 1/2% 1991	86 1/2	87 1/2	Carroll 5 1/2% 1987	83	85
Crutcher 5 1/2% 1987	91 1/2	92 1/2	Carnation 5 1/2% 1988	101	103
Exxon 5 1/2% 1988	97 1/2	98 1/2	Cash 5 1/2% 1985	118	120
General Cable 5 1/2% 1987	83 1/2	84 1/2	Eastman Kodak 4 1/2% 1983	118	120
General Motors 5 1/2% 1988	101 1/2	102 1/2	Economic Labs 4 1/2% 1987	87	89
GTE 5 1/2% 1986	96 1/2	97 1/2	Edison 7 1/2% 1988	101	103
ICI 5 1/2% 1987	77 1/2	78 1/2	Ford 5 1/2% 1988	93	95
Int'l 5 1/2% 1987	77 1/2	78 1/2	Ford 5 1/2% 1988	74	76
Int'l 5 1/2% 1988	77 1/2	78 1/2	General Electric 4 1/2% 1987	85	87
Int'l 5 1/2% 1989	77 1/2	78 1/2	Gillette 4 1/2% 1987	89	91
Int'l 5 1/2% 1990	77 1/2	78 1/2	Gold 5 1/2% 1987	81 1/2	83 1/2
Int'l 5 1/2% 1991	77 1/2	78 1/2	Gold 5 1/2% 1987	104	106
Int'l 5 1/2% 1992	77 1/2	78 1/2	ITT 4 1/2% 1987	85	87
Int'l 5 1/2% 1993	77 1/2	78 1/2	ITT 4 1/2% 1987	85	87
Int'l 5 1/2% 1994	77 1/2	78 1/2	ITT 4 1/2% 1987	85	87
Int'l 5 1/2% 1995	77 1/2	78 1/2	ITT 4 1/2% 1987	85	87
Int'l 5 1/2% 1996	77 1/2	78 1/2	ITT 4 1/2% 1987	85	87
Int'l 5 1/2% 1997	77 1/2	78 1/2	ITT 4 1/2% 1987	85	87
Int'l 5 1/2% 1998	77 1/2	78 1/2	ITT 4 1/2% 1987	85	87
Int'l 5 1/2% 1999	77 1/2	78 1/2	ITT 4 1/2% 1987	85	87
Int'l 5 1/2% 2000	77 1/2	78 1/2	ITT 4 1/2% 1987	85	87
Int'l 5 1/2% 2001	77 1/2	78 1/2	ITT 4 1/2% 1987	85	87
Int'l 5 1/2% 2002	77 1/2	78 1/2	ITT 4 1/2% 1987	85	87
Int'l 5 1/2% 2003	77 1/2	78 1/2	ITT 4 1/2% 1987	85	87
Int'l 5 1/2% 2004	77 1/2	78 1/2	ITT 4 1/2% 1987	85	87
Int'l 5 1/2% 2005	77 1/2	78 1/2	ITT 4 1/2% 1987	85	87
Int'l 5 1/2% 2006	77 1/2	78 1/2	ITT 4 1/2% 1987	85	87
Int'l 5 1/2% 2007	77 1/2	78 1/2	ITT 4 1/2% 1987	85	87
Int'l 5 1/2% 2008	77 1/2	78 1/2	ITT 4 1/2% 1987	85	87
Int'l 5 1/2% 2009	77 1/2	78 1/2	ITT 4 1/2% 1987	85	87
Int'l 5 1/2% 2010	77 1/2	78 1/2	ITT 4 1/2% 1987	85	87
Int'l 5 1/2% 2011	77 1/2	78 1/2	ITT 4 1/2% 1987	85	87
Int'l 5 1/2% 2012	77 1/2	78 1/2	ITT 4 1/2% 1987	85	87
Int'l 5 1/2% 2013	77 1/2	78 1/2	ITT 4 1/2% 1987	85	87
Int'l 5 1/2% 2014	77 1/2	78 1/2	ITT 4 1/2% 1987	85	87
Int'l 5 1/2% 2015	77 1/2	78 1/2	ITT 4 1/2% 1987	85	87
Int'l 5 1/2% 2016	77 1/2	78 1/2	ITT 4 1/2% 1987	85	87
Int'l 5 1/2% 2017	77 1/2	78 1/2	ITT 4 1/2% 1987	85	87
Int'l 5 1/2% 2018	77 1/2	78 1/2	ITT 4 1/2% 1987	85	87
Int'l 5 1/2% 2019	77 1/2	78 1/2	ITT 4 1/2% 1987	85	87
Int'l 5 1/2% 2020	77 1/2	78 1/2	ITT 4 1/2% 1987	85	87

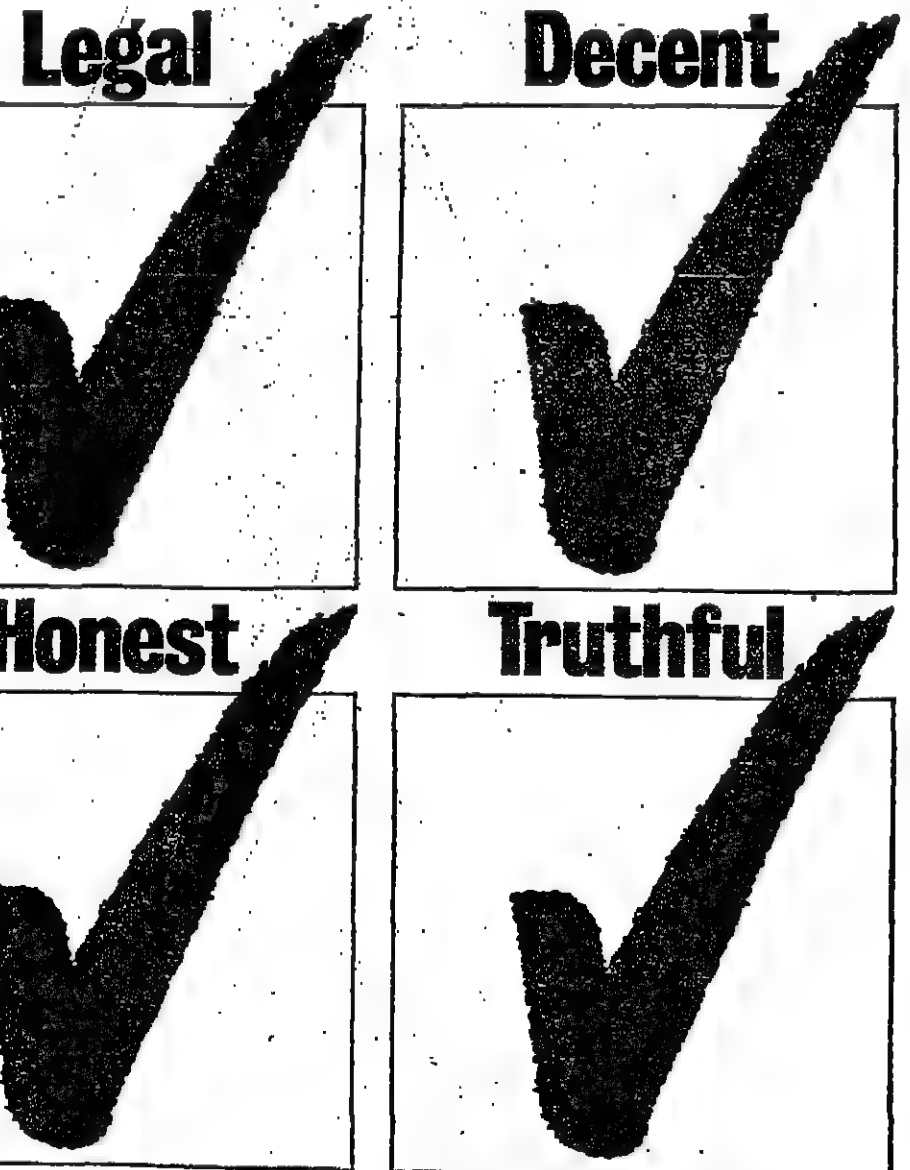
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As a consumer, you've a right to expect that advertisements meet four basic standards. They should be legal. They should be decent. They should be honest. They should be truthful.

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When we come across an advertisement which we think breaks the Code—or when you complain to us—we investigate.

If we find the Code has been broken, we act. Usually this means the advertisement is changed. Sometimes, it means it is scrapped.

We'd like you to get to know the Code. Your local reference library or Consumer Advice Centre should have one; alternatively, print your name and address on a postcard and we'll send you the main points free.

Then if you see a press, poster, cinema or direct mail advertisement which you believe breaks it, post us a clipping or as many details as you can. Remember: it's our job to protect your interests. So it's in your interest to help.

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AUTO TRADE 5% Bonds 1972/78

S. G. Warburg & Co. Ltd., announce that the redemption instalment of U.S. \$1,770,000 due 15th July, 1975 has been met by purchases in the market to the nominal value of U.S. \$580,000 and by a drawing of Bonds to the nominal value of U.S. \$1,190,000. The distinctive numbers of the Bonds, drawn in the presence of a Notary Public, are as follows:-

15th July 1972										15th July 1974 continued										15th July 1978 continued									
1202	1351	11678	12285	11835	15435	17754	19951	26122	26165	4117	4125	4273	4282	4290	4510	4520	4528	4689	4998	34430	35068	35469	35500	35532	35560	35592	35624	35656	35688
27808	30617	30705	31012	31058	33604	33867	33988	34081	34418	5006	5015	5024	5040	5048	5057	5098	5105	5115	5344	36179	36187	36256	36272	36280	36304	36317	36340	36353	36365
34528	35275	35496	36287	42130	43184	47098	47237	47222	47364	5352	5402	5417	5500	5593	5910	5920	6098	6105	7677	36599	36609	36634	36727	36768	36802	36857	36866	36874	36884
53820	53837	54206								5820	5878	5946	10474	10900	11667	11716	11865	11987	12280	36892	37005	37014	37023	37031	37043	37054	37065	37076	37087
15th July 1973										15th July 1974 continued										15th July 1978 continued									
424	1885	1932	4502	5395	5463	11872	11691	14448	14857	18836	19019	20505	20129	20138	20172	21376	21388	21402	21640	46187	46198	46284	46334	46340	46352	46364	46376	46388	46400
1335	1360	13657	13718	20173	22897	23178	23178	23178	23178	26157	27109	22130	22882	22891	23245	23245	23245	23245	23245	46402	46410	46476	46527	46533	46545	46557	46569	46581	46593
33529	33603	33680	33760	33840	33920	34000	34080	34160	34240	35212	35212	35212	35212	35212	35212	35212	35212	35212	35212	46604	46612	46678	46729	46735	46747	46759	46771	46783	46795
36265	36284	36304	36324	36344	36364	36384	36404	36424	36444	36413	36413	36413	36413	36413	36413	36413	36413	36413	36413	46801	46809	46875	46926	46932	46944	46956	46968	46980	46992
43413	44667	46119	48283	46474	46627	47801	47801	47801	47801	48251	48251	48251	48251	48251	48251	48251	48251	48251	48251	48251	48251	48251	48251	48251	48251	48251	48251	48251	48251
47370	47751	47870	47888	47913	47913	47913	47913	47913	47913	47913	47913	47913	47913	47913	47913	47913	47913	47913	47913	47913	47913	47913	47913	47913	47913	47913	47913	47913	47913
15th July 1974										15th July 1974 continued										15th July 1978 continued									
309	384	904	925	1207	1297	1348	1424	1764	1814	4117	4125	4273	4282	4290	4510	4520	4528	4689	4998	34430	35068	35469	35500	35532	35560	35592	35624	35656	35688
1845	1860	1884	1920	2212	2298	3007	4082	4100	4108	5006	5015	5024	5040	5048	5057	5098	5105	5115	5344	36179	36187	36256	36272	36280	36304	36317	36340	36353	36365
15th July 1975										15th July 1974 continued										15th July 1978 continued									
1202	1351	11678	12285	11835	15435	17754	19951	26122	26165	4117	4125	4273	4282	4290	4510	4520	4528	4689	4998	34430	35068	35469	35500	35532	35560	35592	35624	35656	35688
27808	30617	30705	31012	31058	33604	33867	33988	34081	34418	5006	5015	5024	5040	5048	5057	5098	5105	5115	5344	36179	36187	36256	36272	36280	36304	36317	36340	36353	36365
34528	35275	35496	36287	42130	43184	47098	47237	47222	47364	5352	5402	5417	5500	5593	5910	5920	6098	6105	7677	36599	36609	36634	36727	36768	36802	36857	36866	36874	36884
53820	53837	54206								5820	5878	5946	10474	10900	11667	11716	11865	11987	12280	36892	37005	37014	37023	37031	37043	37054	37065	37076	37087

On 15th July, 1975, there will become due and payable upon each Bond drawn for redemption, the principal amount thereof, together with accrued interest to said date at the office of:-
S. G. Warburg & Co. Ltd., 30, Gresham Street, London, EC2P 2EB,
or with one of the other paying agents named on the Bonds.

Interest will cease to accrue on the Bonds called for redemption on and after 15th July, 1975. Bonds so presented for payment must have attached all coupons maturing subsequently to 15th July, 1975.
The following Bonds previously drawn for redemption on dates given below have not yet been presented for payment.

15th July 1972										15th July 1974 continued										15th July 1978 continued									
1202	1351	11678	12285	11835	15435	17754	19951	26122	26165	4117	4125	4273	4282	4290	4510	4520	4528	4689	4998	34430	35068	35469	35500	35532	35560	35592	35624	35656	35688
27808	30617	30705	31012	31058	33604	33867	33988	34081	34418	5006	5015	5024	5040	5048	5057	5098	5105	5115	5344	36179	36187	36256	36272	36280	36304	36317	36340	36353	36365
34528	35275	35496	36287	42130	43184	47098	47237	47222	47364	5352	5402	5417	5500	5593	5910	5920	6098	6105	7677	36599	36609	36634	36727	36768	36802	36857	36866	36874	36884
53820	53837	54206								5820	5878	5946	10474	10900	11667	11716	11865	11987	12280	36892	37005	37014	37023	37031	37043	37054	37065	37076	37087
15th July 1973										15th July 1974 continued										15th July 1978 continued									
424	1885	1932	4502	5395	5463	11872	11691	14448	14857	18836	19019	20505	20129	20138	20172	21376	21388	21402	21640	46187	46198	46284	46334	46340	46352	46364	46376	46388	46400
1335	1360	13657	13718	20173	22897	23178	23178	23178	23178	26157	27109	22130	22882	22891	23245	23245	23245	23245	23245	46402	46410	46476	46527	46533	46545	46557	46569	46581	46593
33529	33603	33680	33760	33840	33920	34000	34080	34160	34240	35212	35212	35212	35212	35212	35212	35212	35212	35212	35212	46604	46612	46678	46729	46735	46747	46759	46771	46783	46795
36265	36284	36304	36324	36344	36364	36384	36404	36424	36444	36413	36413	36413	36413	36413	36413	36413	36413	36413	36413	46801	46809	46875	46926	46932	46944	46956	46968	46980	46992
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47370	47751	47870	47888	47913	47913	47913	47913	47913	47913	47913	47913	47913	47913	47913	47913	47913	47913	47913	47913	47913	47913	47913	47913	47913	47913	47913	47913	47913	47913
15th July 1974										15th July 1974 continued										15th July 1978 continued									
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FARMING AND RAW MATERIALS

World dairy agreement planned

By Our Own Correspondent

GENEVA, June 24. The EEC has proposed at the GATT multi-lateral trade negotiations an international agreement to cover powdered milk, butter and fats, with minimum and maximum prices.

Exporting countries belonging to the proposed agreement should be obliged to respect minimum price when selling these products to other members or non-members of the agreement, the EEC stated. Importing members, meanwhile, would have to buy from countries belonging to the agreement.

The introduction of a maximum price, which is a novelty in respect of existing arrangements, would provide supply guarantees to those importing members of the agreement, the EEC proposal said.

Japan buys more wool from Australia

SYDNEY, June 24. JAPAN BOUGHT 182,822 sales of wool from Australia in May, about 30 per cent more than in the corresponding month last year, the National Council of Wool Selling Brokers of Australia said.

But in the 11 months of this selling season, ended May 31, Japanese interests bought 11.6 per cent less Australian wool—574,023 bales—compared with the equivalent period in the previous season.

The Council said that the May figures, issued by the Japan Wool Importers Association, confirmed the fact that the continuing high level of Japanese buying was one of the most assuring pointers for wool growers' optimism in the new wool selling season.

Rubber prices up sharply

RUBBER FUTURES prices on the London terminal market registered a limit-up movement of two pence a kilo after little more than one hour of trading yesterday morning and the August position closed 2.25p higher at 33.55p a kilo.

Dealers attributed the sharp rise to marked steadiness in the East, where forward deliveries were in demand. The weakness of sterling also contributed to the rise, which is reported to have entailed charter and speculative support.

EEC Ministers clash on Mediterranean package

BY ROBIN REEVES

LUXEMBOURG, June 24.

COMMON MARKET Agriculture Ministers were still bogged down here this evening in discussions aimed at clearing the way for the Community to review its preferential trade agreement negotiations with the Magreb and other Mediterranean countries. This was despite appeals for a quick decision from the Irish Foreign Minister, Dr. Garret FitzGerald, in his capacity as president of the "Foreign Ministers' Council" and from the Italian Foreign Minister, Amintore Fanfani.

Sig. Giovanni Marcora, the Italian Farm Minister, was continuing to insist that he could only agree to more liberal treatment of agricultural imports from countries of the Mediterranean region—with whom the Community wishes to sign a series of Brussels trade agreements—in exchange for a better deal out of the Common Agricultural Policy for Italian producers of fresh and processed fruit and vegetables and wine.

The Italian Minister was proving particularly tough on wine imports, arguing that in view of the EEC's surplus, there should be quantitative restrictions on the amount of wine imported and that most of it should be distilled into alcohol.

The reaction of the Agricultural Council was immediate and hostile. Led by Herr Josef Rief, the German Farm Minister, Agricultural Ministers closed ranks and protested at the ease

with which the Foreign Ministers made "beautiful declarations of generosity" towards the Mediterranean, leaving them with the difficult task of translating these into concrete action.

In between times the Ministers did agree to set January 1, 1975 as the date for banning the spinchill method of freezing poultry meat—six months earlier than the date proposed originally by the Commission. However the Commission must report on the permissible alternative methods for freezing poultry by July 1, 1976 at the latest.

The Netherlands called for action to deal with the Community's present wheat surplus stocks of some 6m. tonnes on the grounds that they are liable to depress new crop prices.

Mr. Lardinois, the French Minister, promised action on proposals for dealing with the increasing quantities of high yielding, low quality wheat which are surplus to the EEC which was unsuitable for bread-making. These would be ready in time for next month's Council and, without being specific, Mr. Lardinois said that the surplus wheat may be incorporated into animal feed rations.

The prospect of a virtual rival London investment opening on July 15, the Paris authorities have now been galvanised into action. On July 3, a tough set of market rules will go before the Chamber of Commerce, and if the many obstacles are overcome, trading under the aegis of the new representative body might start in September.

Some observers feel that, only if the new rules can be accepted will the existing Paris markets for coffee and cocoa already hit by the lack of the market be able to function properly.

Coffee pact pledge by Brazil

BRAZIL WAS willing to take new steps towards a third International Coffee Agreement, provided other countries showed an equivalent commitment, the Brazilian delegation to the International Coffee Council, Dr. Camillo Calazans, said yesterday.

In a statement to the Council's opening session in London, Dr. Calazans said that the Brazilian delegation had demonstrated as early as last December when it made public its preliminary considerations on a new agreement, and later, together with Colombia, when far more detailed proposals were presented.

Council chairman, Mr. John R. Sharpe, told delegates that the chairman of the special working group set up to negotiate a new agreement had identified quotas, prices, assurance of supply, stock policy controls, production and promotion as the essential elements in a new International Coffee Agreement.

British meat promotion planned

By Our Commodities Staff

BRITAIN'S FIRST national campaign to promote sale of home produced meat is to begin in September, it was announced yesterday.

The newly formed Meat Promotion Board, representing all sides of the British meat industry, is to spend part of its £1.4m. annual income between September and October in an effort to boost consumption at a time when heavy supplies of British beef and lamb are expected.

The executive's main aim in future would be to promote British meat and help to stabilise prices by keeping housewives informed of current supply and quality and encouraging them to buy more of it, said the chairman, Mr. R. J. Allright.

Leading butchers serving on the Executive said the offer of large quantities of Irish bone-in beef at intervention prices for sale in Britain yesterday would have little effect on the market.

The Irish Department of Agriculture wants to unload about 50,000 tons of surplus beef, worth about £800m. which was taken off the market by the Government in 1974 and stored to support cattle farmers' prices earlier this year.

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FORESTRY

Nigeria's huge potential

BY A CORRESPONDENT

IN FRANTIC search of alternative sources of wealth, oil-rich Nigeria has awakened to her huge forestry potential. A nationwide propaganda campaign which came to its climax in March, was aimed to draw the Nigerian people's attention to the wide uses of forests, in production as well as protection and amenities.

An inventory operation has also begun in forest reserve land of the six States situated in the humid tropics belt, from the coast almost to the confluence of the Niger and Benue rivers. In the arid northern region the campaign is emphasising the importance of trees which will prevent the desert encroaching and soil erosion.

Had there been more trees, the spread out over the end of the century unless action is taken now to improve management and regeneration.

An inventory to be completed by the end of this year is the first of its kind in the new policy. Nigeria is the first African country to make use of the NASA-provided satellite imagery for the purpose, although Mr. Tom Dow, a Scot in charge of the UN's development programme under which the operation is conducted, says the first ERTS pictures had been received with mixed feelings.

He agreed that satellite imagery, which can be used in both visual spectrum and infra-red, was an excellent device to observe seasonal changes in the forest canopy due either to leaf fall, disease or removal of trees. The one and only action is taken now to improve management and regeneration.

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Some 200m. cubic metres of roundwood equivalent in the high forest have been known in the past, but only about 35 are at present harvested.

Last year about 1.5m. cubic metres were cut, but this year the figure is expected to be 2m., rising to 3m. in 1976, when the population of Nigeria will have risen to 250m. from the present estimate of about 80m.

The forests might be practically wiped out by the end of the century unless action is taken now to improve management and regeneration.

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An inventory to be completed by the end of this year is the first of its kind in the new policy. Nigeria is the first African country to make use of the NASA-provided satellite imagery for the purpose, although Mr. Tom Dow, a Scot in charge of the UN's development programme under which the operation is conducted, says the first ERTS pictures had been received with mixed feelings.

He agreed that satellite imagery, which can be used in both visual spectrum and infra-red, was an excellent device to observe seasonal changes in the forest canopy due either to leaf fall, disease or removal of trees. The one and only action is taken now to improve management and regeneration.

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Some 200m. cubic metres of roundwood equivalent in the high forest have been known in the past, but only about 35 are at present harvested.

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